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ABSTRACT

This annual report marks the 75th anniversary of the Institute of International Education (IIE) and describes the IIE's 1994 activities and programs. During 1994 more than 10,000 individuals studied, conducted research, received practical training, or provided international technical assistance under 248 programs IIE administered for 217 sponsors, including the United States and foreign governments, international organizations, universities, corporations, and foundations. IIE also provided information on international education to several hundred thousand students, educators, policymakers, and others around the world through publications, videotapes, information centers, seminars, school outreach programs, and university fairs. IIE had 347 employees worldwide in 1994, more than 5,600 volunteers, and a budget of $88.8 million. The report highlights specific programs and activities conducted by IIE, and lists: (1) all current IIE projects and sponsors; (2) associated educational institutions; (3) corporate and individual donors; and (4) regional and overseas offices. It also provides a condensed financial statement. (MDM)

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ED 383 259

INSTITUTE
OF
INTERNATIONAL
EDUCATION

ANNUAL REPORT

# EDUCATION FOR A NEW WORLD

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ABOUT IIE...

**BY ENABLING OUTSTANDING MEN AND WOMEN TO STUDY, CONDUCT RESEARCH, RECEIVE PRACTICAL TRAINING, OR PROVIDE TECHNICAL ASSISTANCE OUTSIDE THEIR OWN COUNTIES, IIE WORKS TO IMPROVE THE QUALITY OF LIFE EVERYWHERE. THE PROGRAMS IIE DEVELOPS AND ADMINISTERS, ON BEHALF OF FAR-SIGHTED SPONSORS AND DONORS, FOSTER MUTUAL UNDERSTANDING AMONG NATIONS, BUILD GLOBAL PROBLEM-SOLVING CAPABILITIES, AND STRENGTHEN THE INTERNATIONAL COMPETENCE OF U.S. CITIZENS. IIE IS THE MOST EXPERIENCED NONPROFIT EDUCATIONAL AND CULTURAL EXCHANGE AGENCY IN THE UNITED STATES.**

PROJECTS AND SPONSORS
In 1994, more than 200 sponsors used IIE services to make a difference — PAGE 27

CULTURE AND COMMUNICATION
For Fulbrighters in the United States, a new emphasis on the professions — PAGE 18

*Editor* Mary Louise Taylor
*Design* Pat Scully Design
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# 1994

**BIRGITTE ØSTERGAARD PETERSEN**

*Molecular biologist Birgitte Østergaard Petersen is using her Fulbright fellowship to do research at New York's Memorial Sloan-Kettering Hospital. At Sloan-Kettering, she has been focusing her research on the characterization of the biochemical and structural properties of topoisomerases, a class of enzymes that are the cellular target for chemotherapeutic treatment of certain types of cancer. In the background, a model of a DNA strand.*

Christine Thomson

A MESSAGE FROM

# THE CHAIRMAN AND THE PRESIDENT

1994 was an eventful year for IIE. Not only did we initiate several new programs, described in this report, but we also celebrated seventy-five years of pioneering work in international educational and cultural exchange.

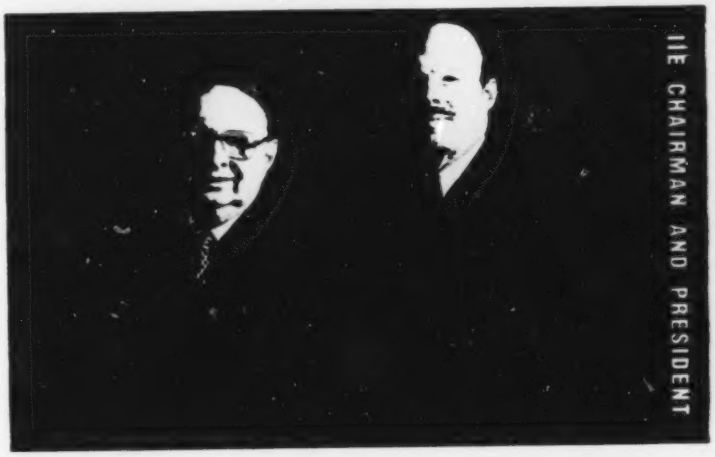
Marking this milestone provided an opportunity to thank the many donors, sponsors and volunteers whose vision and generosity make our activities possible. Throughout its seventy-five year history, IIE has worked at the intersection of colleges and universities, corporations, foundations, governments, and international organizations — mobilizing talent, forging partnerships, and leveraging resources to meet educational and training needs worldwide. We are grateful to all those who share our belief that investment in human capital is essential to promoting sustained progress — in the face of some very hard challenges — toward democracy and economic well-being around the globe.

IIE's seventy-fifth anniversary also provided the opportunity to acknowledge the achievements of the extraordinary men and women we have assisted over the years. These are the participants in our programs, people such as Hanna Holborn Gray, Thomas Pickering and Philip Glass — who were named recipients of IIE Alumni Awards in 1994 — and Senator Daniel Patrick Moynihan, who spoke eloquently at our 75th Anniversary Forum of the profound impact that immersion in another culture had on him as a Fulbright Fellow abroad in 1950.

And there are others whose names are less well known who are making major contributions to their countries — for example, Vincent Zulu, the Minister of Education for Kwazulu Natal Province in South Africa; Vesna Pusic, Co-Founder and Director of the Institute for the Culture of Democracy, an NGO dedicated to the development of a civic political culture in Croatia; Jorge Bolivar Diaz Carranza, Director of the National Program Against AIDS in Guatemala; Ann Fisher, a U.S. Fulbright alumna who studied in Bangladesh and is now analyzing economic issues affecting rural women; or Flordeliza Andres, Assistant Secretary in the Department of Energy in the Philippines. The participants in IIE's programs are among the world's most talented men and women — the above are just a small group of our more recent fellows. The experience of seventy-five years tells us that they are also our future economic, political, and cultural leaders — the people who will make a difference.

Although no one knows what the next seventy-five years holds in store, two facts are clear: the global economy is now a reality, and the world is in the midst of a communications revolution that is reshaping the way we learn, interact, gain information, and share it with one another.

The implications of these two developments for the human resource needs of the 21st Century was the subject of IIE's 75th Anniversary Forum. The discussions provided a broad context



IIE CHAIRMAN AND PRESIDENT

for developing future education and training initiatives. They reminded all of us involved in international education that we must be boldly proactive and innovative in educating a new generation of leaders in the public and private sectors — people who can function effectively in a complex, rapidly-changing economic, technological, and cultural environment, who are internationally "literate," and who can strengthen the economic and political linkages so critical to a stable and democratic future.

Building on the experience of our last seventy-five years, and in cooperation with our many partners in the United States and around the globe, IIE is committed to meeting the challenges ahead. Our work has never been more important.

HENRY KAUFMAN
Chairman, IIE Board of Trustees

RICHARD M. KRASNO
President and Chief Executive Officer

1994

**YOUNG-GEUN LEE**

*Humphrey Fellow Young-Geun Lee is broadening his considerable expertise in airport construction and management with courses in urban and transportation planning at Rutgers University and networking with counterparts at the Federal Aviation Administration. He is in charge of planning and constructing the New Seoul International Airport (NSIA). When completed in 2020, it will be able to handle 100 million passengers on 330,000 flights a year. Here, Lee explains the principle of an airport hub.*

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In 1994, more than 10,000 men and women studied, conducted research, received practical training, or provided international technical assistance under the 248 programs IIE administered for 217 sponsors. They came from, or went to, 168 countries or other geopolitical entities. They included:

- More than 8,000 foreign students, academics, government officials, business managers and entrepreneurs, journalists, scientists, artists, and technicians
- More than 2,100 U.S. students, professionals, and artists studying, conducting research, providing technical assistance, working on arts projects, or serving as teaching assistants.

IIE also provided information on international education to several hundred thousand students, educators, policymakers, and others around the world through publications and videos, information centers, seminars, school outreach programs, and overseas university fairs. More than 650 regionally accredited U.S. colleges and universities were affiliated with IIE as Educational Associate institutions, and 75 foreign academic institutions and U.S. nongovernmental organizations were affiliated as International Associates.

**STAFF AND OFFICES** IIE had 347 employees worldwide in 1994. Of these, 183 were based at New York headquarters, 95 at IIE/Washington, the rest at U.S. Regional Offices in Chicago, Denver, Houston, and San Francisco; at IIE Overseas Offices in Hong Kong, Hungary, Mexico, Russia, and Thailand; and at project offices in Chile, Egypt, the Philippines, and Ukraine. In Indonesia, IIE is represented by the International Education Foundation. **VOLUNTEERS** More than 3,600 volunteers provided a wide variety of indispensable services: as members of IIE's Board of Trustees and Regional Advisory Boards, as mentors to students on IIE-administered programs, as members of program advisory boards and selection committees, as professional resources in program design, as hosts to foreign students and visitors, as organizers of fundraising events, and as volunteers in IIE offices. **FINANCES** In fiscal 1994 (Oct. 1, 1993-Sept. 30, 1994), IIE expended a total of $88,765,000. Direct expenses for sponsored program services were $81,596,300. Total costs for IIE information, research, counseling, conferences, arts services, and supporting services were $2,906,800. IIE management and general, fundraising, and program development expenses were $4,262,000, or 4.8 percent of total expenditures. **FUNDING SOURCES** The sponsored programs IIE administers are funded by U.S. and foreign governments, foundations, corporations, international organizations, international development agencies and banks, universities, nongovernmental organizations, religious institutions and organizations, and individual donors. IIE's educational and arts services are supported by grants from the United States Information Agency; grants and contributions from corporations, foundations, and individuals; IIE Educational Associates and IIE International Associates membership fees; fundraising events; registration fees for U.S. universities fairs overseas; and sales and advertising revenue from publications.

75TH ANNIVERSARY
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# IIE AT SEVENTY-FIVE: INVESTING IN PEOPLE/LINKING NATIONS

Mary Robinson, President of Ireland, delivered the Forum keynote address.

**IN 1994, IIE CELEBRATED 75 YEARS OF PIONEERING WORK IN INTERNATIONAL EDUCATIONAL EXCHANGE WITH A SERIES OF EVENTS DESIGNED TO BUILD ON THE PAST, CELEBRATE THE PRESENT, AND CHART A COURSE FOR THE FUTURE.**

**THE EVENTS HAD THREE OBJECTIVES: TO RAISE AWARENESS OF THE IMPORTANCE OF INTERNATIONAL EDUCATION, TO CONVENE DISCUSSIONS OF THE ROLE OF INTERNATIONAL EXCHANGE IN TODAY'S GLOBAL CONTEXT, AND TO RECOGNIZE THE CONTRIBUTIONS OF IIE'S SPONSORS, SUPPORTERS, AND STAFF.**

## TECHNOLOGY AND TRAINING FOR A NEW CENTURY

"Investing in Human Capital: Leadership for the Challenges of the 21st Century" was the theme of the day-long 75th Anniversary Forum held on October 27 in the magnificent Celeste Bartos Room of the New York Public Library. The Forum stimulated dialogue and debate among the distinguished speakers and an audience of 250 decision-makers from the corporate, foundation, government, NGO, academic, and diplomatic communities.

New York Senator Daniel Patrick Moynihan gave the opening address, citing his Fulbright year at the London School of Economics in 1950, as a self-described "gawky, unformed youth" who gained from the experience a lifelong international perspective. Panelists examined the human-resource needs of the 21st Century in the light of two dominant issues: the emergence of a

Henry Kaufman, IIE chairman (left), with panelist Rajat Gupta, managing director of McKinsey & Company. Both served as panelists for the Forum's Global Economics session.

Vartan Gregorian (left) and Andrew Heiskell (right), IIE trustees and Forum co-chairmen, with Victor J. Goldberg, IIE vice chairman and 75th Anniversary co-chairman.

global economy and the worldwide revolution in communications technology. Mary Robinson, President of Ireland, was keynote speaker. The panelists pictured on these pages explored the issues from perspectives ranging from that of the vice chairman of Citibank to a member of the regulating board of post-apartheid South Africa's Independent Broadcasting Authority to the president and rector of the new Central European University.

### BENEFIT HONORS ROBINSON

On the evening of October 27, IIE hosted a gala benefit dinner as the culmination of the celebration. President Mary Robinson received IIE's Stephen P. Duggan, Sr., Award, named for IIE's founder and first president, for her contributions to international understanding. Former Secretary of State Cyrus R. Vance made the presentation.

Special Alumni Awards for Distinguished Service were presented to composer Philip Glass (Arts), University of Chicago president emerita Hanna Holborn Gray (Education), and Ambassador Thomas R. Pickering (Diplomacy). Fulbright alumnus Garrick Utley was master of ceremonies. Some 400 people attended the black-tie event, which raised over $500,000 in support of IIE's work.

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### CELEBRATIONS IN THE U.S. AND OVERSEAS

IIE's regional offices in Chicago, Denver, Houston, and San Francisco also incorporated the anniversary theme in their benefits. Henry Kissinger was guest of honor at a special anniversary luncheon in Houston. Celebrations were held in Mexico City, Jakarta, Tokyo, and Santiago. With additional events taking place in Bangkok, Hong Kong, and Moscow, the anniversary celebrations highlighted IIE's worldwide outreach and services.

**Panelists for the Global Economics session H. Onno Ruding, vice chairman, Citibank, and Julia Chang Bloch, group executive vice president, Bank of America, before the session.**

**Communications and Culture session panelist Henry Louis Gates, Jr. (left), chair of Afro-American Studies at Harvard University, with panel moderator Max Frankel, former executive editor of The New York Times.**

**Top: Senator Daniel Patrick Moynihan opens the Forum.**

**Above: IIE Chairman Henry Kaufman (left) and former Secretary of State Cyrus R. Vance present to President Mary Robinson of Ireland IIE's Stephen P. Duggan, Sr., Award for her contributions to international understanding.**

A BRIEF IIE HISTORY

**1920s**

*IIE brings distinguished foreign lecturers to U.S. campuses, sends U.S. students and professors abroad.*

**1930s**

*IIE rescues Jewish and other scholars and intellectuals from Nazi persecution, finding posts for them on U.S. campuses.*

**1940s**

*The U.S. Government chooses IIE to administer the pioneering Fulbright Student Program.*

**1950s and 1960s**

*As developing countries emerge from colonialism, IIE arranges training in key fields.*

**1970s**

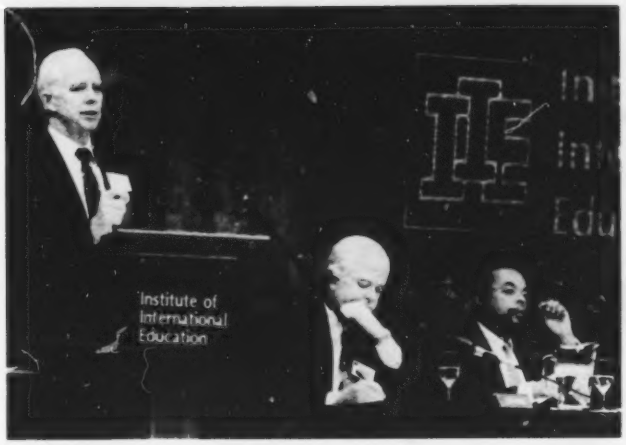
*IIE launches the South African Education Program to prepare for a post-apartheid future.*

**1980s**

*As the Iron Curtain starts to crumble, IIE initiates new ventures in the region to help build market economies and democratic institutions.*

**1990s**

*IIE intensifies activities in former communist countries in Europe and Asia and works to expand international study opportunities for Americans.*




John Mayo, president, AT&T Bell Laboratories; Lee Bobbs, senior vice president, CNN; and Henry Louis Gates, Jr., at the Forum session on Communications and Culture.

Panelist Paul M. Kennedy (left), the J. Richardson Dilworth professor of history, Yale University, with IIE Chairman Henry

## IN THE NATIONAL INTEREST

The many USIA-IIE partnerships in educational exchange over the years "are now being recognized as one of the most important tools in terms of pursuing our national interests," USIA Director Joseph Duffey told 150 IIE sponsors and friends at the anniversary year's opening reception March 8 at IIE's New York headquarters. Ford Foundation President Franklin Thomas also addressed the gathering, noting that "no organization has been a more vital partner to the Ford Foundation than the Institute of International Education."

The reception saw the premiere screening of a short video, narrated by John Chancellor, illustrating the value of international study and its impact on individual lives. It intersperses interviews with current IIE grantees with reflections by such distinguished alumni as Harvard president emeritus Derek Bok, British political leader Shirley Williams, television journalist Garrick Utley, and bank executive Isamu Koike.

Mo Matheson

USIA Director Joseph Duffey speaking at the opening 75th Anniversary reception in New York.

## PARTNERS IN WASHINGTON

A May 20 reception in Washington D.C., hosted by Undersecretary of State Peter Tarnoff in the State Department's Benjamin Franklin Room, honored the U.S. Government agencies that have been IIE's partners over the decades, particularly USIA and USAID.

Keynote speaker Ambassador Thomas W. Simons, Jr., coordinator of U.S. assistance to the New Independent States

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IIE Trustee Mrs. Hushang Ansary (left) and Diane J. Puton, IIE vice chairman and 75th Anniversary co-chairman (center), with Henry Kaufman and President Mary Robinson.

Kaufman and Global Economics session moderator Peter Goldmark, Jr. (right), president of The Rockefeller Foundation.

John P. Loiello (left), USIA associate director, Bureau of Educational and Cultural Affairs, with IIE President Richard M. Krasno and panelist Lyndall Shope-Mafole (right), councillor of the South African Independent Broadcasting Authority.

Andrew Heiskell, IIE trustee and co-chairman of the 75th Anniversary Forum.

Franklin Thomas, Ford Foundation president, at opening 75th Anniversary reception in New York.

(NIS) of the former Soviet Union, briefed an audience of 275 on the pioneering function educational exchanges have assumed in the post-cold war world. "Exchanges," he pointed out, "are now one key element of a massive effort by the nations and the people of the area to integrate their new nations into a wider, more modern, and better world community, and of a serious effort by America and other Western countries to encourage them to do so."

### TRIBUTE TO STAFF

On June 10 in New York, IIE paid tribute to its multilingual, multicultural, multi-degreed, multigenerational staff members, past and present, without whom none of IIE's achievements would be more than inspired ideas. Henry Kaufman, chairman of IIE's Board of Trustees, gave a moving welcome address. "Education is at the heart of human progress," he said, "and that accounts for IIE's longevity over a time when other institutions have come and gone."

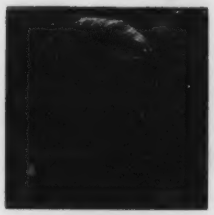
Forum panelist Alfred Stepan, president and rector of the Central European University, speaking at the Culture and Communications session.

IIE Trustee Henrik H. Vanderlip, chairman of the Washington reception; David Gergen, counselor to the President; IIE President Richard M. Krasno; and Thomas W. Simons, Jr., coordinator of U.S. assistance to the New Independent States of the former Soviet Union, at the event.

### LOOKING AHEAD

The anniversary year closed with a firm sense of commitment throughout IIE to continuing the pioneering tradition that has kept the Institute vital and growing for 75 years. President Robinson expressed it best when she said, "The role of international education cannot afford to be leisurely or reflective. It needs to be urgent, pro-active, innovative, looking through and beyond institutional structures to identify and empower a new generation for the future."

Mrs. Kenneth Holland, widow of IIE's third president, and Stephen P. Duggan, IIE trustee and son of IIE's first president.



**CATHERINE DOLAN**

*Her Fulbright fellowship took Catherine Dolan to the Meru District of Kenya to research the interplay of gender relations and the introduction of high-value export horticultural production. In Meru, vegetables have long been considered a woman's crop, and expansion of french-bean production has reconstructed gender relations due to women's increased economic independence. A sharp market drop precipitated new insights into feminist theory and agrarian change.*

# INVESTING IN HUMAN CAPITAL

*"It is important to underscore the basic truth implicit in...the genesis of the Institute itself: investment in human beings is the most productive use of resources we have yet devised."*

The words are those of Ireland's President Mary Robinson, spoken at IIE's 75th Anniversary Forum in October 1994. They capped a day-long discussion of the opportunities and the hazards of a world where communication is instantaneous — for those who can afford the technology — and where the opportunity for developing human potential exceeds anything known in the past.

The anniversary provided a useful perspective as we approach the new century. IIE has reinvented itself approximately every decade of its 75 years, changing and growing to meet emerging needs. From the Twenties, when IIE worked to expand America's international awareness, to today's drive to help former Communist nations build democracies and viable economies, IIE has evolved with the times.

Spurred by the need to help stabilize transitions in the former Soviet bloc and South Africa and to facilitate democracy movements and free markets in the developing world, IIE in 1994 again initiated the renewal process by launching new programs and strengthening its human and electronic communications capabilities to carry them out. Among the year's highlights:

- IIE added extensively to its roster of consultants and partner organizations and expanded its strong in-house capacity to assess and meet training needs, provide technical assistance, and conduct courses in participants' home countries in such key fields as public administration, education, energy, the environment, privatization, small-business development, and the rule of law.
- IIE helped launch the U.S. Government's National Security Education Program for U.S. undergraduates, the most ambitious publicly supported international education program for Americans since the Fulbright Program and the National Defense Education Act.
- IIE continued to expand and upgrade its state-of-the-art worldwide electronic communications system to speed communication, maximize use of in-house expertise, and increase cost-effectiveness for donors and program sponsors.

1994 MILESTONE

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM MARKS ANNIVERSARY

**AN IMPORTANT 1994 MILESTONE WAS THE 15TH ANNIVERSARY OF USIA'S HUBERT H. HUMPHREY FELLOWSHIP PROGRAM, ENHANCED BY A 30 PERCENT INCREASE IN ITS SIZE. IN 1979, IIE AND USIA INITIATED THIS NEW APPROACH TO INTERNATIONAL TRAINING. IT OFFERED DEVELOPING-COUNTRY PROFESSIONALS — SELECTED FOR THEIR DEMONSTRATED LEADERSHIP ABILITY — A YEAR OF NONDEGREE U.S. GRADUATE STUDY, PROFESSIONAL U.S. AFFILIATIONS, AND EXTENSIVE OPPORTUNITIES TO NETWORK WITH U.S. COUNTERPARTS AND EACH OTHER, INITIALLY TO ENCOURAGE BOTH NORTH-SOUTH AND SOUTH-SOUTH COOPERATION. IT WAS LATER EXPANDED TO INCLUDE PARTICIPANTS FROM EASTERN AND CENTRAL EUROPE. TODAY, THERE ARE 1,900 HUMPHREY ALUMNI IN 134 COUNTRIES, A VITAL INTERNATIONAL NETWORK.**



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**FREE MARKET DEVELOPMENT ADVISERS PROGRAM**

*IIE's 1994 publication,* Portraits of Small Businesses from the Developing World, *is a page-turner. The authors are 16 U.S. MBA students with management experience. They provided advice to developing-country businesses as part of USAID's Free Market Development Advisers Program. Case studies range from the experience of an Indian software consulting firm entering Nepal to that of an African company beginning to export mangoes from Mali to the United Kingdom.*

# INVESTING IN AMERICANS

**WITH ACCENT ON DIVERSITY**

To strengthen U.S. competitiveness in a global economy, as well as to deepen mutual understanding, U.S. Government agencies stepped up their investment in international study and training for Americans in 1994.

### THE FULBRIGHT PROGRAM GROWS

The United States Information Agency (USIA) continued to increase the number of grants for U.S. graduate students under the Fulbright Program, from 512 in 1990 to 864 for 1994-95. A USIA committee has recommended increasing the number to 1,500 annually.

The expanded U.S. student program targets graduating seniors still shaping career plans, for whom the Fulbright influence may be more profound. One 23-year-old, for example, brought to his Fulbright year a bachelor's degree in biology, a love of African wildlife, and a commitment to protect the environment. In Botswana, he developed and carried out rigorous research on habitats and behavior of a termite important to ecosystems throughout southern Africa. With the encouragement of his University of Botswana professors, he is now heading for a Ph.D. and a career in the field.

### NSEP: BUILDING U.S. COMPETENCE FOR A MULTICULTURAL WORLD

The National Security Education Program (NSEP) provides scholarship support for U.S. undergraduate study abroad in nontraditional fields and locations. Its goal: to prepare a broad base of future American leaders — scientists, educators, business men and women, engineers, health care professionals, civil servants — to communicate and compete in a multilingual, multicultural world. NSEP focuses on countries, fields of study, and institutions currently underrepresented in study abroad. IIE conducted the first competition to select undergraduates from the broadest U.S. geographic, ethnic, socioeconomic, and institutional spectrum. More than 1,800 undergraduates attending over 400 colleges and universities applied. In May 1994, the first 312 scholarships were awarded for study in 48 countries outside Western Europe, Australia, and Canada.

### UNDERSTANDING REFORM IN EAST CENTRAL EUROPE

Strengthening U.S. understanding of reforms in East Central Europe and the former Soviet Union is the goal of the IIE-designed program, Professional Development Fellowships/East Central Europe, sponsored by the U.S. State Department. Grantees are young professionals in business and economics, law, journalism, public administration, and international relations. They study how ECE countries are shaping new institutions: market economies, democratic processes, a free press, civil liberties, and political rights. Projects in 1994 included a study of policies affecting aging populations in Croatia and Slovenia, environmental protection in Poland, and property rights in the Czech Republic.

### U.S./EUROPE ENGINEERING EXCHANGE

Late in the fiscal year, IIE received support from the AT&T Foundation to launch the American/European Engineering Exchange ($AE^3$). It will enable U.S. engineering students to spend a semester or a year in European universities and professional internships on an exchange basis. A consortium of 34 U.S. and European universities planned their first meeting in October 1994; the first students will be exchanged in Fall 1995.

# REGIONAL PARTNERSHIPS

**NAFTA IS THE ENERGIZER**

The North American Free Trade Agreement (NAFTA) spurred new North American education and training initiatives in 1994, from a pioneering trilateral academic exchange program to a Mexico-U.S. energy-training partnership. IIE also assisted Chilean environmental policy makers in their move to join NAFTA.

### TRILATERAL EXCHANGES IN BUSINESS, ENGINEERING

IIE's North American Regional Academic Mobility Program (RAMP) is preparing Canadian, Mexican, and U.S. students of engineering, business, and environmental studies for careers in the age of NAFTA. The three-year pilot project is sponsored by the U.S. Department of Education's Fund for the Improvement of Postsecondary Education (FIPSE), with cost-sharing by IIE and participating schools. RAMP started with business and engineering students in 1994; students of environmental studies will be added in 1995. IIE coordinates the informal consortium of 21 Canadian, 18 Mexican, and 17 U.S. universities. Participants from each country study in one of the other two on a tuition-swap basis, receiving academic credit from their home universities. In 1994, 31 business and 32 engineering applicants were accepted for study outside their own countries, as environmental studies faculty met to plan their recruitment efforts. The first-year participants rated the RAMP experience highly.

### MEXICO-U.S. PARTNERSHIP FOR ENERGY TRAINING

The Mexico-U.S. Energy Training Partnership addresses Mexican energy needs through practical training — and more. One of the first workshops aided Chihuahua, Mexico's second-largest cattle ranching state. Chihuahua is at the forefront of a drive to restructure Mexico's cooperative farm system and steer it toward a more market-oriented agricultural economy. Efficient water management is crucial.

Toward this goal, IIE designed and conducted a workshop in Spanish for 27 Mexican and U.S. engineers on "Water Pumping for Productive Applications with Renewable Energy Sources" — in this case, solar energy. The participants installed two complete solar-powered water pumping systems at separate sites, replacing gasoline-powered equipment. The Mexican counterparts were DGRE, a state rural development agency, and the University of Chihuahua. In developing the program, IIE drew on the expertise of the Sandia National Laboratory, the Southwest Technology Development Institute of New Mexico State University, and the Alternative Energy Institute of West Texas A&M University.

*An IIE workshop for Mexican and U.S. engineers culminated in the installation of two solar-powered water pumping systems to serve Mexican farms, replacing gasoline-powered equipment.*

### FACILITATING CHILE'S MOVE TOWARD NAFTA

IIE's Professional Exchange Programs (PEP) division helped facilitate Chile's move to join NAFTA. Chile must meet required environmental standards in order to join. For the U.S. Trade Development Agency (TDA), IIE designed a U.S. orientation visit enabling the Chileans to describe their needs and U.S. environmental firms to demonstrate their capabilities. (For more on TDA, see page 19.)

# BUILDING DEMOCRACIES

**TECHNICAL ASSISTANCE IN THE NEWLY INDEPENDENT STATES**



With new offices in Moscow and Kiev and one scheduled to be opened in Almaty, IIE in 1994 intensified training and technical assistance activities in the former Soviet Union. Priorities included restructuring energy and environment policies, developing the knowledge and skills essential to market economies, and reforming legal infrastructure.

### AMOCO CASPIAN SEA PETROLEUM COMPANY SCHOLARSHIP PROGRAM FOR CITIZENS OF AZERBAIJAN

*This program again brought young Azerbaijani professionals to study international business for one year at the University of Texas at Austin. IIE conducted the nationwide competition in Azerbaijan for the fellowships.*

### ABA COURSES FOR RUSSIAN LAWYERS, JUDGES

**UP TO 1,780 RUSSIAN LAWYERS AND JUDGES WILL RECEIVE TRAINING AS PART OF A PROGRAM CONDUCTED IN COLLABORATION WITH THE AMERICAN BAR ASSOCIATION (ABA). THROUGH ITS MOSCOW AND WASHINGTON OFFICES, IIE, AS SUBCONTRACTOR TO ABA, WILL PROVIDE MANAGEMENT AND TRAINING-SUPPORT SERVICES FOR THREE-DAY TO TWO-WEEK COURSES IN THE NIS, TARGETING JUDGES, LAWYERS, AND OTHER LEGAL PROFESSIONALS. ABA WILL RECRUIT U.S. LAWYERS AS TRAINERS; IIE WILL WORK WITH THEM TO ENSURE QUALITY, RELEVANCE, AND STANDARDIZATION OF TRAINING DELIVERY. IIE'S MOSCOW-BASED TRAINING MANAGER WILL ALSO COORDINATE PROJECT ACTIVITIES WITH ABA'S PROJECT LIAISONS THROUGHOUT RUSSIA AND THE NIS.**

### HOME-COUNTRY TRAINING FOR ENERGY PROFESSIONALS

For USAID's NIS Energy Training Development Program, IIE worked with USAID missions to identify training needs and priorities, then developed and presented courses in Russia, Ukraine, and Kazakhstan for energy professionals and policy makers. Focusing on how the energy sector functions in a market economy, the courses cover economics, management of profit-making companies, and financing for capital-intensive industries.

### MUSKIE FELLOWSHIPS: MUTUALLY BENEFICIAL

In its second year, USIA's Edmund S. Muskie Fellowship Program gave 33 NIS professionals under IIE supervision the opportunity to observe market economics and democratic institutions at work through U.S. academic study and professional internships. Fellows spend nine months studying business, economics, law, or public administration at the graduate level, followed by three or more months of practical training in the form of internships. The latter have proved mutually beneficial, leading in some cases to home-country jobs for fellows and overseas positions for U.S.-trained staff in companies operating in the NIS. Companies hosting Muskie Fellows in 1994 included Amoco, INTELSAT, Honeywell Commercial Flights Systems, and the U.S. Government's Overseas Private Investment Corporation (OPIC). Fellows are selected through an open, merit-based competition; professionals from Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan are eligible.

Since glasnost, IIE's PEP division has arranged many U.S. visits for NIS leaders and professionals in fields crucial to working democracies. In 1994, IIE arranged for nine Albanian university administrators to meet with key U.S. counterparts across the country, exploring aspects of university management from finance to accreditation to faculty development and covering agricultural education, vocational-technical training, and community colleges. USIA's Office of International Visitors sponsored the visit.



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# ASIA: PARTNERS IN GROWTH

**EXPLORING COOPERATION ON A VARIETY OF FRONTS**

Sponsors invested significantly in human-capacity development in Asia, to support rapidly growing market economies and manage the social and environmental consequences. IIE also convened a high-level symposium to explore closer economic cooperation among Pacific Rim nations.

### IN EAST ASIA: REGIONAL TRAINING

IIE's Bangkok office relocated to larger quarters to support USAID's East Asia Regional Training Project (EARTP), created to increase the regional pool of professionally and technically trained people. IIE conducted an inventory of Asian training resources, assessed Mongolia's English-language-training needs, and designed and presented nine U.S.-based courses in environmental and natural resources management for Royal Thai Government officials. To provide perspectives on the rule of law, IIE arranged for justices of Mongolia's Supreme Court and Constitution Court to meet with U.S. Supreme Court Justice Sandra Day O'Connor, constitutional scholars, and U.S. university law faculty. To support USAID's humanitarian assistance for war victims, IIE also assessed the needs of NGOs working in Vietnam for staff training in prosthetics and orthotics.

### IN VIETNAM: ACADEMIC TIES

To strengthen U.S.-Vietnam educational ties, IIE organized a delegation of U.S. college and university presidents who met with counterparts in Vietnam in November 1993. A high-level delegation of Vietnamese academics and ministry officials reciprocated with a U.S. visit in May 1994.

### PACIFIC RIM LEADERS EXPLORE ECONOMIC COOPERATION

Asia-Pacific Economic Cooperation (APEC) is both the name and the goal of a group of government leaders from Pacific Rim nations. With USIA sponsorship, IIE arranged a symposium in San Francisco for USIA-sponsored Humphrey and Fulbright fellows from APEC nations, to explore key issues with U.S. academic, business, and government leaders. Panelists from the Brookings Institution, Boeing Corporation, the National Academy of Sciences, the National Security Council, and the University of California at Berkeley led the discussions. Broad topics included the role of an Asia-Pacific economic community in the global economy; trade incentives and barriers; the roles of China, Japan and the U.S.; and the potential effects of and upon telecommunications, environment, human resources, and energy.

IIE also arranged coast-to-coast site visits for 14 influential Pacific Rim writers, editors, economists, and government and labor representatives. They met with key figures in U.S. industry, banking and finance, and agriculture.

**ENERGY MANAGEMENT**

*For USAID's Energy Training Program (ETP), IIE provided training in private-sector financing, resource planning, and demand-side management.*

**PHILIPPINES: INVESTING IN TECHNOLOGY AND PEOPLE**

**"DOING MORE WITH LESS. CUTTING COSTS. IMPROVING PERFORMANCE AND PRODUCTIVITY. CHANGING TECHNOLOGIES. ALL REALITIES IN THE PHILIPPINE RURAL ELECTRIFICATION SYSTEM. WE MUST GET MORE FROM OUR ORGANIZATIONS' INVESTMENT IN TECHNOLOGY AND PEOPLE."**

**THIS IS THE PHILOSOPHY BEHIND THE PHILIPPINES' RURAL ELECTRIFICATION PROJECT/TECHNICAL ASSISTANCE AND TRAINING (REPTAT). FOR USAID AND THE PHILIPPINES NATIONAL ELECTRIFICATION ADMINISTRATION, IIE PROVIDES TRAINING AND TECHNICAL ASSISTANCE TO RURAL ELECTRICAL COOPERATIVES THROUGHOUT THE NATION. IN 1994, IIE ASSESSED NEEDS, PREPARED A CATALOGUE OF TRAINING ACTIVITIES, AND CONDUCTED COURSES AND SEMINARS ON TOPICS RANGING FROM "STRATEGIC MANAGEMENT" TO "SAFE POLE-CLIMBING."**

*An IIE/ETP seminar in Manila on the Build, Operate, Transfer (BOT) method for private financing of infrastructure projects drew 54 government officials.*





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# MAKING A DIFFERENCE IN AFRICA

## SAEP ALUMNI JOIN THE MAINSTREAM

When the April 1994 elections ended the apartheid era in South Africa, more than 1,300 black South Africans with U.S. academic degrees earned through IIE's South African Education Program (SAEP) were prepared to assume mainstream responsibilities. Together with alumni of IIE's other South African programs, they are making a difference.

Priscilla Naidoo, with a master's in film technology from New York University, is media liaison officer in the office of President Nelson Mandela. Monwabi Fandeso, with an MBA from the Wharton School, is managing director of New Age Beverages, Pepsi Cola's new division in South Africa. St. Peter's College alumnus Molefe Mokgatle is acting director of the South African Broadcasting Corporation (SABC). Job Mokgoro, with a University of Toledo M.A. in public administration, is director general of Northwest Province. Vincent Zulu, Ph.D., is minister of education of Kwazulu Natal; he earned his M.A. at Vanderbilt University through SAEP.

To address immediate human-resource needs, SAEP today is focusing on graduate rather than undergraduate training. Business, management, and public administration are among priority fields. Support for SAEP comes from a public-private partnership, including major funding by USAID, corporate and foundation support, and cost-sharing by U.S. colleges and universities.

IIE administers seven other programs for South Africa. They include linkages between U.S. and South African university departments in agriculture, policy studies, and mathematics; the Career Development Fellowship Program for midcareer training and practical experience; the Church Leaders Development Project; the Archbishop Desmond Tutu Southern African Scholarship Fund; the South African Information Exchange; and a program at Williams College providing a one-year master's degree in macroeconomics. At the year's end, the Children's Television Workshop chose IIE to administer a program of practical training for six black South Africans, with the possibility of co-producing "Sesame Street" in South Africa.

**"HOW WONDERFUL IT IS TO BE IN SOUTH AFRICA. FOR THE FIRST TIME IN MY LIFE I CAN WALK TALL, FILLED WITH PRIDE AND JOY OF BEING A SOUTH AFRICAN. WE MIGHT HAVE FAILED TO EXPRESS OUR HEARTFELT GRATITUDE TO ALL YOUR NOBLE EFFORTS, BUT YOU HAVE EMPOWERED US WITH ALL THE ESSENTIAL SKILLS."**

*Sizwe Mabizela, SAEP alumnus who earned a Ph.D. in mathematics at Penn State*

### USING ENERGY RESOURCES EFFECTIVELY

Elsewhere in Africa, IIE provided training and technical assistance in effective use of energy resources in Botswana, for USAID's Energy Training Program (ETP). IIE conducted a workshop on renewable energy development in partnership with the Southern Africa Development community. It was designed to expand decision makers' energy options to include solar, wind, and hybrid systems.

With a project office in Cairo under the Egypt Energy Manpower Development Project (EEMDP), IIE organized training courses for the Egyptian Electricity Authority (EEA) in human resource development, resource planning, and economic and financial analysis of energy projects. IIE also organized a U.S. study tour for senior EEA executives, who examined the operations of profit-making electric utilities, senior-management development programs, and skills-training programs in U.S. utilities.

### MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT PROJECT

*Maxwell Mkwezalamba is putting his new Ph.D. in public finance and monetary economics to use as a lecturer and consultant in a newly democratized Malawi. He is one of nearly 100 men and women for whom IIE has arranged training under this USAID project.*





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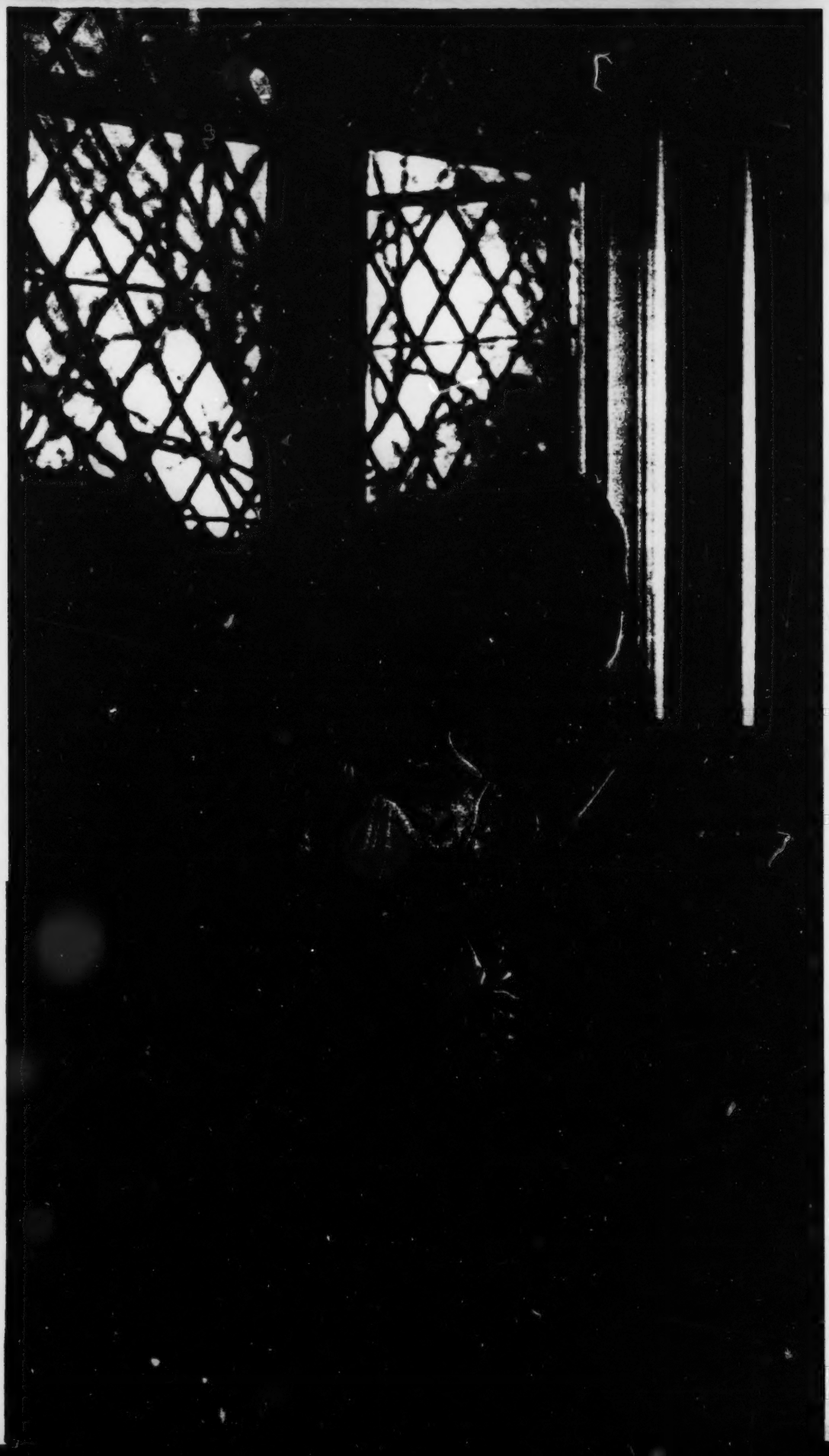

**BOOI THEMELI**

"The new South Africa needs more well-qualified black economists," wrote University of Cape Town economics lecturer Booi Themeli in applying to IIE's South African Education Program (SAEP). To prepare South African university students to shape their country's new economic future, he is earning his doctorate at Fordham University, concentrating on advanced economic theory and international economics. His goal: "to enrich my understanding of orthodox and emerging economic and political issues in the world."

# CULTURE AND COMMUNICATION

**THE FULBRIGHT ROAD TO MUTUAL UNDERSTANDING**

With almost 3,200 Fulbrighters from 132 countries studying in the United States and 850 U.S. grantees abroad, the USIA Fulbright Program is the largest program IIE serves. It was created in 1946, initially with proceeds from the sale of World War II surplus equipment, to increase mutual understanding between the United States and other countries. IIE has worked with the U.S. Government in administering it since the beginning.

Increased Fulbright opportunities for U.S. students are described on page 12. For foreign students, 1994 saw greater emphasis on professionals in law, public administration, and business. A young Salvadoran, for example, is earning a master's in commercial law to contribute to the reconstruction of her country. A Vietnamese is studying taxation law and tax policies to encourage foreign investment.

In East Asia, for the first time, there was Fulbright activity in every country except North Korea, including new initiatives in Cambodia, Laos, and Mongolia. Nearly 50 Vietnamese Fulbrighters have begun study in the United States since the program resumed there in 1992. For 15 Vietnamese Fulbrighters completing their studies in 1994, IIE arranged a seminar designed both to enable them to evaluate their U.S. experience and to prepare them for their return to a very much changed Vietnam.

Latin America's Fulbright programs are expected to expand in Argentina, Uruguay, and Colombia. For Mexico's Fulbright-Garcia Robles Program, 77 grantees began their studies in 1993, bringing the total in the United States to over 300. Support for Fulbrighters is also provided by CONACYT, Mexico's National Council on Science and Technology. USIA-funded IIE seminars gave Latin American students returning home an opportunity to examine the Fulbright experience in relation to home-country needs.

In Africa, there was increased funding for new students, and the Fulbright Program added newly independent Eritrea. IIE conducted workshops and consultations in seven Southern African countries.

Western Europe again had the greatest number of Fulbright grantees in the United States — 1,376. Spain initiated seven new programs; one provides U.S. professional affiliations of up to one year for key Spanish Government civil servants in public works and environmental agencies. In East Central Europe, a new Fulbright Commission was created in Slovakia. The 143 grantees from the former Eastern bloc concentrated on fields important to the transition to democracy and free markets.

SHAPING CHANGE

### IMPACT OF THE NEW TECHNOLOGY

**HOW WILL TODAY'S SOPHISTICATED COMMUNICATIONS TECHNOLOGY AFFECT EDUCATION AND EDUCATIONAL EXCHANGE? AT IIE'S 75TH ANNIVERSARY FORUM, PANELISTS UNDERSTANDABLY RAISED MORE QUESTIONS THAN ANSWERS. HOW CAN THE MIRACLE OF VIRTUALLY INSTANT ACCESS TO INFORMATION WORLDWIDE — FOR THOSE IN A POSITION TO TAKE ADVANTAGE OF IT — BEST BE DEFINED AND SHAPED? WILL POOR COUNTRIES BE LEFT BEHIND? WHAT WILL BE THE IMPACT ON CULTURAL IDENTITY? ON LANGUAGES? WHILE TELEVISED DISTANCE EDUCATION HOLDS IMMENSE PROMISE, TO UNDERSTAND ANOTHER COUNTRY, IN THE WORDS OF FULBRIGHT ALUMNUS SENATOR DANIEL PATRICK MOYNIHAN, ONE MUST GO THERE AND "STUDY IT, AND SEE IT, TASTE IT, TOUCH IT, FEEL IT, BE PART OF IT."**



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# PROFESSIONAL EXCHANGES

**THE BENEFITS ARE MUTUAL**

IIE's Professional Exchange Programs (PEP) division is IIE's rapid-response team. Staff members design one- to five-week U.S. travel and study programs for individuals or groups, tailored to their professional goals, country development needs, and U.S. foreign policy objectives. When time is of the essence, staff can design a program in two to five days and implement it within weeks.

In 1994, these programs, most of them sponsored by USIA, reached 823 participants from 121 countries. They demonstrate IIE's active commitment to furthering international peace and development, U.S. success in the global economy, and an understanding of U.S. society and culture abroad.

With the passage of NAFTA, IIE has played an increased role in encouraging hemispheric linkages. USIA's North American Higher Education Cooperation Project brought five university administrators from Canada and five from Mexico to U.S. universities to explore concrete opportunities for trilateral cooperation in environmental studies, business management, and distance learning.

Other programs bolstered peace prospects in the Middle East. To acquaint U.S. citizens with long-term efforts to bridge Middle East differences, IIE designed a program for Israeli and Palestinian artists who had exhibited their works together for ten years, in defiance of authorities. IIE also conducted a one-month USIA/USAID study tour for Israeli and Palestinian secondary school principals. For Palestinian engineers who are designing an independent power system for the West Bank and Gaza, IIE arranged a three-week training program sponsored by the U.S. Trade and Development Agency. It was one of the first U.S. government initiatives involving U.S. firms in assisting Palestinians in building their infrastructure.

To strengthen the role of an independent press in Russia and Kazakhstan, IIE conducted a reciprocal program for the USIA Office of Citizen Exchanges. First, Russian and Kazakh journalists attended seminars on newspaper operations, ethics, and management, followed by month-long U.S. internships. Second, U.S. media specialists led discussions with and trained additional journalists in Vladivostok, Almaty, Nizhny-Novgorod, and St. Petersburg.

To foster the unification process in Germany, IIE arranged two study tours for the German Marshall Fund. Topics included economic development, rural government, urban planning, and industrial revitalization.

**YOUTH LEADERSHIP**

*"Youth: Trustees of the Past, Architects of the Future," is the theme of IIE's seven yearly leadership programs for the Middle East and North Africa, designed for USIA's Office of International Visitors. In 1994, youth leaders visited American people and places exemplifying pluralism, cultural identity, volunteerism, and civic leadership.*

**SMALL AGENCY, MAJOR MISSION**

**THE U.S. TRADE AND DEVELOPMENT AGENCY (TDA) IS A SMALL FEDERAL AGENCY WITH A BIG MISSION: TO INCREASE U.S. EXPORTS. IN 1994, TDA CHOSE IIE TO ARRANGE ORIENTATION VISITS FOR DECISION MAKERS FROM DEVELOPING AND MIDDLE-INCOME COUNTRIES. IIE ARRANGED FOR SIX OFFICIALS DIRECTING THE $4.5 BILLION KUALA LUMPUR INTERNATIONAL AIRPORT PROJECT TO VISIT U.S. AIRPORTS TO EVALUATE THE BEST U.S. EQUIPMENT AND SERVICES AVAILABLE. ONE BENEFICIARY WAS SABRE DECISION TECHNOLOGIES, WHOSE REPRESENTATIVES DEMONSTRATED SOFTWARE APPLICATIONS AT DALLAS-FORT WORTH AIRPORT. SABRE WAS ASKED TO SUBMIT PROPOSALS FOR TWO SPECIALIZED SIMULATIONS AND TO SUBCONTRACT WITH U.S. CONSORTIA BIDDING ON OTHER COMPONENTS.**





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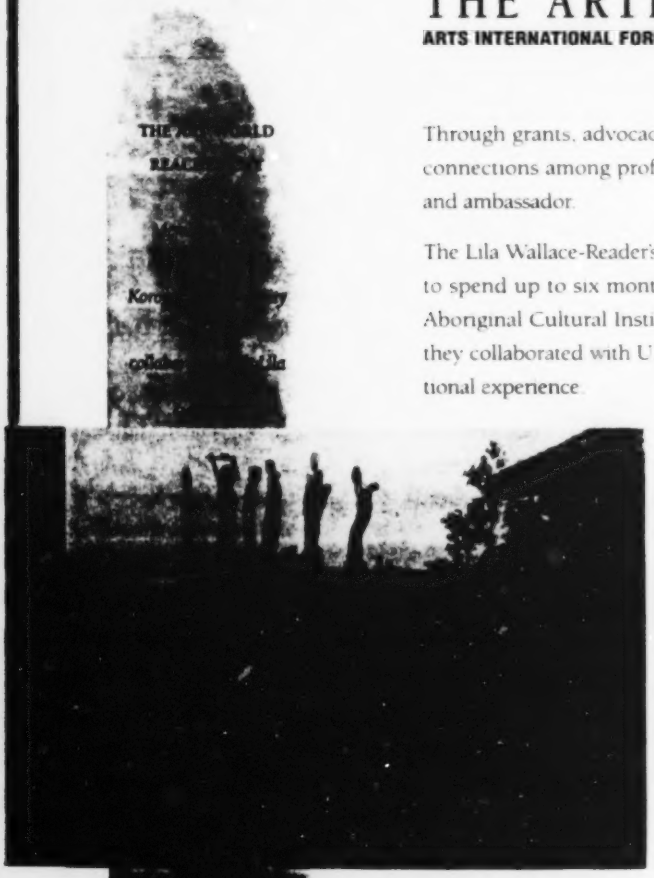
# THE ARTIST AS AMBASSADOR

**ARTS INTERNATIONAL FORGES CONNECTIONS**



Through grants, advocacy, exchange, and information, IIE's Arts International (AI) division creates connections among professional artists worldwide, emphasizing the artist's role as communicator and ambassador.

The Lila Wallace-Reader's Digest International Artists program in 1994 enabled 24 U.S. visual artists to spend up to six months in residence with world arts organizations as diverse as the Tandanya Aboriginal Cultural Institute in Australia and Monet's Gardens at Giverny, France. On their return, they collaborated with U.S. arts organizations to present community programs based on the international experience.

Philadelphia artist and community activist Lily Yeh spent three months in Kenya organizing a mural project with community members to beautify the courtyard of a church in one of Nairobi's poorest communities. Returning to the United States, she worked in northern Philadelphia with The Village of Arts and Humanities, collaborating with children, teachers, and community members to produce an exhibition of art work and photographs from Kenya, banner- and art-making workshops, and a mosaic park.

Under AI's management, in 1994 The Fund for U.S. Artists at International Festivals and Exhibitions awarded over $1 million to 131 performing arts groups and individuals, enabling them to participate in international festivals in 49 countries. The fund is a public-private partnership of the National Endowment for the Arts (NEA), the U.S. Information Agency, The Pew Charitable Trusts, and The Rockefeller Foundation. AI's Travel Grants Fund for Artists, a joint project with the NEA, enabled 57 individual performing, visual, media, and literary artists to interact with colleagues throughout the world. The Pew Charitable Trusts makes AI's participation possible.

In 1994, the Mexican Visual Artists Program, funded by the U.S.-Mexico Fund for Culture, awarded four Mexican visual artists six-week residencies at U.S. arts organizations. IIE developed the program to encourage Mexico-U.S. arts exchanges and to promote Mexico's vital contemporary arts throughout the United States.

1994 saw the continuation of AI's Cultural Leadership Project for East and Central Europe, supported by The Pew Charitable Trusts to strengthen management and enhance the institutional capacities of the region's arts organizations. Phase II of the program included on-site work with U.S. arts managers and management workshops in Hungary, Czech Republic, Slovenia and Poland. AI is preparing a handbook on arts management covering fundraising, marketing and public relations, and networking.

In 1994, AI's second book, *American Visions/Visiones de las Americas*, was published by the American Council for the Arts. Edited by AI Director Noreen Tomassi, with curators Mary Jane Jacob and Ivo Mesquita, it contains articles by leading artists, critics, and curators from throughout the Americas, as well as 23 full-color artists' pages commissioned for this volume.

# CHANNELS OF COMMUNICATION

**FOR HUMAN RIGHTS ACTIVISTS, JOURNALISTS, WOMEN**

Projects opening up channels of communication, in person and in print, played a significant role in 1994. Among them were a report on the status of African human rights organizations, journalist exchanges, and a program to promote international networking among Chinese women NGO leaders. The latter was created in honor of IIE Life Trustee Elisabeth Luce Moore.

### IIE HUMAN RIGHTS REPORT ANALYZES AFRICAN NGO RESOURCES

As the culmination of a two-year collaborative project of human-rights activists in African NGOs, IIE's International Human Rights Internship Program (IHRIP) published a report on *The Status of Human Rights Organizations in Sub-Saharan Africa* in cooperation with the Swedish NGO Foundation for Human Rights. Researchers met with almost 200 organizations in 26 countries. The report examines characteristics common among the organizations, their training needs, and their capacity to train other activists. IHRIP's core program supports professional affiliations with more experienced human rights organizations for staff members of human rights organizations in countries of the South, the former Soviet Republics, and East Central Europe.

### NORTH AMERICAN JOURNALIST EXCHANGE

Strengthening Canadian knowledge of Mexico was one of the goals of April Lindgren, national affairs reporter for *The Ottawa Citizen*. During her three-month internship with *La Reforma* in Mexico City, she also wrote for Canadian readers about the Mexican elections, church-state relations, and the disturbances in Chiapas. She was one of 12 journalists participating in the Canada-Mexico-U.S. Tri-Lateral Journalist Exchange, sponsored by the Freedom Forum. Each spent a three-month professional affiliation with a host publication in one of the other countries, reporting for their home publications. Mexico's Chamber of Deputies (*La Camara de Diputados*) also sponsored a U.S. exchange program for Mexican journalists who cover Mexican congressional news. IIE arranged professional affiliations with two Spanish-language TV stations and a newspaper.

### LINKING U.S. AND CHINESE WOMEN NGO LEADERS

**TO HONOR ELISABETH LUCE MOORE'S LIFELONG COMMITMENT TO THE ADVANCEMENT OF CHINESE WOMEN AND SUPPORT OF NONGOVERNMENTAL ORGANIZATIONS (NGOS), IIE CREATED THE ELISABETH LUCE MOORE LEADERSHIP PROGRAM FOR CHINESE WOMEN FROM THE PEOPLE'S REPUBLIC OF CHINA, HONG KONG, AND TAIWAN. THE FOUR-YEAR PILOT PROGRAM, FUNDED BY THE HENRY LUCE FOUNDATION, WILL BRING EIGHT CHINESE WOMEN NGO LEADERS TO THE UNITED STATES EACH YEAR FOR FOUR WEEKS OF LEADERSHIP DEVELOPMENT AND NETWORKING WITH U.S. NGO COLLEAGUES.**

### JAPAN-U.S. WOMEN LEADERS NETWORK

The Japan-U.S. Women Leaders Dialogue, created to bring professional women together to address common problems, was expanded in 1994 to the Japan-U.S. Women Leaders Network. It will share the benefits of the exchange with more women NGO leaders in both countries. Emphasis will be on longer one-on-one and small-group relationships within an institutional context, to develop skills to strengthen their organizations. The project is funded by the Japan Foundation Center for Global Partnership, the Asia Foundation, the Freeman Foundation, and the Mitsubishi Bank Foundation. IIE administers it in cooperation with the Japan Center for International Exchange.





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**OPEN DOORS**

*In 1994, IIE began work on a total redesign of* Open Doors, *the annual survey of international academic exchange with the United States, funded by USIA. The new approach relates*

*text and graphics in an easy-to-use format. The new 1993/94 edition includes expert commentary from a dozen analysts worldwide who provide fresh insights about international student flows.*

# IIE COMMUNICATIONS & RESEARCH

## ADDING TO THE KNOWLEDGE BASE

For thousands around the world, IIE research and publications contribute to the knowledge base that shapes international education and training decisions for individuals, institutions, and governments. In 1994 they included annual directories of international study opportunities, statistical research and analysis of international student flows, and directories of home-country job opportunities for foreign students returning home. They also included working papers and on-line support for non-governmental organizations in South Africa.

IIE's two major annual publications, *Academic Year Abroad* and *Vacation Study Abroad*, continued to provide current, detailed information on 3,700 international study programs in over 80 countries. Compiled by IIE staff, they are the standard reference works in the field.

New in 1994 was *Continental Responsibility: European and International Support for Higher Education and Research in East Central Europe*, compiled by IIE's East Central Europe director Mary Kirk and Aaron A. Rhodes of the Institute for Human Sciences in Vienna. It provides a comprehensive inventory of initiatives undertaken by European institutions and international organizations to assist the transformation of higher education and research in East Central Europe. This is the third report of IIE's East Central Europe Information Exchange, initiated in 1991 with Ford Foundation funding and sustained by the Andrew W. Mellon Foundation and the Pew Charitable Trusts.

For educational policy makers in the United States and abroad, IIE research provides solid facts and figures as a basis for policy decisions. IIE's *Open Doors 1992-93*, for example, provided statistics on 438,600 nonimmigrant international students in the United States and on 71,200 U.S. students abroad. The information is compiled by IIE's Research Division with USIA support and with data provided by 92.9 percent of the 2,783 regionally accredited post-secondary institutions in the United States.

**SOUTH AFRICAN INFORMATION EXCHANGE**

Since 1986, IIE's South African Information Exchange has been collecting, publishing, and disseminating information about international resources to support Southern African NGOs. The resultant 26 working papers were designed to help them raise funds and establish relationships with international donor agencies as well as to establish linkages among the NGOs themselves. The 27th volume, published in 1994, focuses on foreign assistance to South Africa. Like other SAIE publications, it is accessible on-line on SANGONeT, the computer-based communications and information network based in South Africa.

Working Paper 28, completed at the end of 1994, is a directory and handbook on linkages between U.S. and South African academic institutions, supported by USIA and the Kellogg Foundation.

# ACROSS THE NATION

**IIE REGIONAL OFFICES ARE VITAL CENTERS**

### IIE/MIDWEST

The Chicago-based IIE/Midwest office arranged a USIA-sponsored seminar for Fulbright grantees on "Jobs and the Urban Crisis: Chicago as Example." Former U.S. Secretary of Labor Lynn Martin was keynoter. With Roosevelt University, IIE/Chicago presented a USIA workshop on enhancing leadership skills for students from Asia and the Pacific. A fundraising "Evening with Paul Volcker" event raised a record $137,000 and, among other things, helped fund study-abroad scholarships for 30 U.S. students from the region.

### IIE/ROCKY MOUNTAIN

Denver's IIE/Rocky Mountain staff conducted a USIA seminar to help prepare Latin American Fulbright grantees for the return home by exploring Latin American economic and environmental issues. In cooperation with the University of Colorado, IIE/Denver presented a six-week USIA Summer Institute for 23 teacher-trainers of English as a Foreign Language (EFL) from East Central Europe, Russia, and Ukraine. One Congolese and two U.S. students were awarded IIE/Denver's IIE/Adell & Hancock research grants. The $5,000 IIE/Nancy Petry Grant in Aid went to Bonnie Fleming, a Native American musicologist, for research in England.

### IIE/SOUTHERN

IIE/Southern, as Houston sponsor for Business for Russia, arranged internships and homestays for 22 Russian managers and entrepreneurs. Host organizations included Tenneco, Inc., the Westin Galleria Hotel, Texas Commerce Bank, *The Houston Chronicle*, and Browning Ferris Industries. At the Fulbright Enrichment Seminar on "Ethical Dilemmas for the 21st Century," speakers included Dr. Richard E. Wainardi, president and CEO of the Texas Medical Center and Dr. Red Duke, an internationally renowned trauma physician. The Fulbright Central American Student Seminar explored economic cooperation in Central America. IIE/Houston's Schools Program, focused on Egypt, surpassed its goal of reaching more than 25,000 students and won Leadership Houston's top award for international education.

### OUTREACH FOR INTERNATIONAL EDUCATION

**IIE'S REGIONAL OFFICES IN CHICAGO, DENVER, HOUSTON, AND SAN FRANCISCO SERVE AS VIBRANT INTERNATIONAL CENTERS FOR THEIR REGIONS. FOR STUDENTS ON IIE-ADMINISTERED PROGRAMS, THEY ACT AS LIAISON WITH UNIVERSITIES, CONDUCT SEMINARS, AND, THANKS TO DEDICATED VOLUNTEERS, PROVIDE IIE STUDENTS OPPORTUNITIES TO EXPERIENCE U.S. LIFE OFF-CAMPUS. FOR IIE EDUCATIONAL ASSOCIATE AND INTERNATIONAL ASSOCIATE INSTITUTIONS (SEE PAGE 31), THEY HOST BIENNIAL SEMINARS WITH IIE OVERSEAS OFFICE DIRECTORS TO SHARE INFORMATION AND EXPLORE KEY TOPICS. THEY BRING SPEAKERS ON INTERNATIONAL AFFAIRS TO THEIR COMMUNITIES, ARRANGE HOSPITALITY AND PROFESSIONAL NETWORKING OPPORTUNITIES FOR INTERNATIONAL VISITORS, PROVIDE INFORMATION ON STUDY-ABROAD OPPORTUNITIES, AND RAISE FUNDS FOR SCHOLARSHIPS.**

In honor of IIE's 75th anniversary, Dr. Henry A. Kissinger spoke before a Texas audience of 750.

### IIE/WEST COAST

To arrange a San Francisco program for a delegation of Vietnamese educators, IIE/West Coast worked with IIE/New York, the U.S. Indochina Reconciliation Project, The Asia Foundation, California State University/Sacramento, Stanford University and the University of California/Berkeley. "Managing Our Environment" was the theme of the West Coast USIA seminar for 150 Fulbright grantees; issues explored ranged from waste management to energy alternatives to population control. IIE/West Coast awarded scholarships for study in the Asia/Pacific region to 111 undergraduates at IIE Educational Associate institutions.





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# IIE OVERSEAS OFFICES

## LINKS TO GLOBAL LEARNING RESOURCES

**IIE OVERSEAS OFFICES LINK STUDENTS, UNIVERSITIES, INDUSTRY, AND GOVERNMENT IN THE REGIONS THEY SERVE WITH U.S. HIGHER EDUCATION, TRAINING, AND TECHNICAL ASSISTANCE RESOURCES.**

### IIE/LATIN AMERICA

In Mexico, in the words of IIE/Latin America director Alan Adelman, "Interest in U.S. higher education has exploded." Visits to the USIA-supported IIE advising center in Mexico City soared to record numbers. Staff members gave presentations at universities throughout Mexico, and opened four new test centers in Mexico to meet increased demand for the Test of English as a Foreign Language (TOEFL). For Mexican students graduating from U.S. campuses, IIE published *Returning to Mexico*, a guide to home-country job opportunities. This year's 49 recipients of the Ford-MacArthur Fellowships in the Social Sciences were noteworthy; over half were women and over half were from Central America. As USIA's Regional Educational Advising Consultant, IIE staff assisted educational advisers throughout Central America and Mexico to provide information on U.S. higher education.

**STRENGTHENING TIES**

*A delegation of U.S. university presidents with IIE President Richard M. Krasno (center) in Ho Chi Minh City. IIE organized the visit to strengthen U.S.-Vietnam educational ties.*

### IIE/EAST CENTRAL EUROPE

Developing regional advising services in cooperation with USIA and collecting and disseminating information on higher education reform were priorities for IIE's Budapest-based IIE/East Central Europe (ECE). Director Mary Kirk, as the Regional Educational Advising consultant to USIA, assisted the further development of over 40 advising centers throughout the region and organized a Regional Educational Advisers Workshop in Bucharest, Romania, in April. The Eisenhower Exchange Fellowships brought several U.S. midcareer professionals to Hungary, including Benjamin Riensche, an Iowa farmer with expertise in financial planning. His free consultation services were in great demand not only by farmers but also by planners and entrepreneurs. Kirk was also appointed director of IIE's new Moscow office.

### IIE/RUSSIA AND EURASIA

IIE opened its office in Moscow in 1994 in response to the unprecedented challenges presented by the breakup of the former Soviet Union. IIE/Moscow provides in-country support for IIE-administered programs ranging from restructuring energy policy to developing an independent legal system to providing technical assistance to arts managers. For USAID's Energy Training Development Program, IIE/Moscow provides technical assistance in designing and delivering energy and environment training to key professional managers and policy makers. For the American Bar Association's Central and Eastern European Legal Initiative (CEELI), another USAID-funded activity, IIE provides management support for specialized legal training for lawyers and judges.

### IIE/SOUTHEAST ASIA

IIE/Southeast Asia's office moved to larger quarters in Bangkok in 1994, to accommodate both the USAID-sponsored training programs described on page 15 and expanded educational advising and testing services. IIE/Bangkok administers ETS standardized admissions tests in Thailand, including the TOEFL, the GRE, and the GMAT. The year saw a record 23% increase in TOEFL test-takers. Director Norman Goodman supervised the first official TOEFL administration in Vietnam. IIE/Bangkok's ninth annual U.S. University Fair in October attracted 71 participating universities, some 4,000 students and parents, and sponsorships from AT&T, Northwest Airlines, Coldwell Banker, Siam Commercial Bank, and Western Union Financial Services. As representatives for the East-West Center, IIE recruited Thai participants and publicized the program.

### IIE/CHINA AND HONG KONG

IIE/China and Hong Kong, through its USIA-funded advisory services, keeps secondary school and university guidance counselors informed about U.S. higher education opportunities through newsletters in English and Chinese, outreach programs, and special seminars. The office began local registration services for the U.S. Secondary School Admissions Test (SSAT). In 1994, as USIA's Regional Educational Advising Consultant to China, staff visited Beijing and Guangzhou advising offices and sent material to offices throughout China. IIE/Hong Kong's annual U.S. University Fair, sponsored by AT&T, Western Union Financial Services, and Kaplan Educational Center, attracted a record 144 U.S. institutions and 4,300 students and parents. IIE/Hong Kong recruited candidates for the new Elisabeth Luce Moore Leadership Program for Chinese Women. The office also produced the fifth edition of *Returning to Hong Kong*, listing employment opportunities for Hong Kong and Taiwanese graduates returning from the U.S., U.K., Canadian, and Australian academic institutions.

### IIE PROJECT OFFICES/REPRESENTATIVES

These offices provide technical assistance, management-support, and training services for specific sponsored projects. IIE/Egypt provides training and support services for USAID's Egypt Energy Manpower Development Program. IIE/Philippines similarly serves USAID's Philippines BOT (Build-Operate-Transfer) project and the Philippines Rural Electrification Project. IIE/Ukraine provides training and support services for USAID's NIS Energy Development Training Program (EDTP). IIE staff in Chile, in cooperation with the Instituto Chileno Norteamericano de Cultura, is developing new scholarship, training, and educational advising programs in Chile and the other countries of the Southern Cone.

### INDONESIA

IIE is represented in Indonesia by the International Education Foundation (IEF). Among 1994 activities: IEF conducted educational testing for ETS, screened candidates for the East-West Center, conducted the office's fifth U.S. University Fair, sponsored by AT&T and Bank Dwipa, and worked with the local American Chamber of Commerce on the third edition of *Returning to Indonesia*, a guide to employment opportunities for returning students from U.S. universities.

**AIDAS BAREIKIS**

*Fulbrighter Aidas Bareikas, 27, contemplates his next move in creating his multi-media installation piece, Congestion, the Failure of Star Shooter, in his Hunter College studio. He chose to study in Hunter's Combined Media Program, with emphasis on painting, as a step toward re-forming a hypothesis that would represent the world conceptually "as a complicated medium of social and cultural phenomena, processes of nature, and political drama." Highly praised in the Lithuanian art world, he plans to teach at the Vilnius Art Academy when he returns.*

# PROJECTS AND SPONSORS

**USING IIE SERVICES IN 1994**

### AGRICULTURE/FORESTRY

Bangladesh Agricultural University: *Ford Foundation*

Centro International de Agricultura Tropical (CIAT)/Colombia

Chad Agricultural Marketing and Technology Transfer: *U.S. Agency for International Development (USAID)*

East India Rice 2: *Ford Foundation*

International Board for Soil Research and Management (IBSRAM)/Thailand

International Centre for Research in Agroforestry (ICRAF)/Kenya

International Fertilizer Development Center (IFDC)

International Institute of Tropical Agriculture (IITA)/Benin/ Cameroon/Nigeria

International Laboratory for Research on Animal Diseases (ILRAD)/Kenya

International Livestock Center for Africa (ILCA)/Ethiopia

International Maize and Wheat Improvement Center (CIMMYT)/Mexico

International Potato Center (CIP)/Peru

National Farming Systems/ Bangladesh: *Ford Foundation*

Pakistan Agricultural Research Project: *Government of Pakistan; World Bank*

Upland Agriculture and Conservation Project: BANGDA Ministry of Home Affairs/Indonesia

Wageningen Agricultural University/Netherlands

West Africa Rice Development Association (WARDA)/Ivory Coast

### ARTS/MUSEUMS/ARCHAEOLOGY

American Visions/Visiones de las Americas: *Andy Warhol Foundation for the Visual Arts*

Annette Kade U.S. Fellowships: *Annette Kade Endowment*

Cintas Fellowship Program/Cuba: *Cintas Foundation, Inc.*

East Central Europe Cultural Leadership, Phase II: *Pew Charitable Trusts*

Fund for U.S. Artists at International Festivals and Exhibitions: *National Endowment for the Arts, Pew Charitable Trusts, Rockefeller Foundation, U.S. Information Agency (USIA)*

Guildford School of Acting and Drama/United Kingdom

IIE/West Coast International Vocal Competition Award: *Mrs. Edith Hammerslough*

Jahangirnagar University: *Ford Foundation; Jahangirnagar University*

Lila Wallace-Reader's Digest International Artists Program: *Lila Wallace-Reader's Digest Fund*

Lusk Memorial Fellowship: *Charles D. Lusk and Marie Koupal Lusk Trust*

Mexican Visual Artists Program: *Mexican-American Cultural Foundation, U.S.-Mexico Fund for Culture*

Michael Vinciguerra Fund

Royal Academy of Dramatic Art/ United Kingdom

Russian Modern Dance Exchange: *Trust for Mutual Understanding*

SeniorArts Adviser Residency: *Ford Foundation*

Studio Art Centers International

Support to Art Tresors of Asia: *Philip Morris Foundation*

Webber Douglas Academy of Dramatic Art/United Kingdom

### BUSINESS/PUBLIC ADMINISTRATION/ECONOMICS

Addis Ababa University Women/Ethiopia: *Addis Ababa University; Ford Foundation*

Amoco Caspian Sea Petroleum Company Scholarship: *Amoco Caspian Sea Petroleum Company*

Business for Russia: *USIA/Office of Citizen Exchanges*

East German Young Leaders American Political Process: *USIA/Office of Citizen Exchanges*

Edgar M. Bronfman East-West Fellowship Endowment: *Samuel Bronfman Foundation, Inc.*

Edmund S. Muskie Fellowship Program: *U.S. Information Agency*

Ford Foundation Postdoctoral Fellowships in Economics: *Ford Foundation*

Fulbright/Ministry of Commerce and Tourism (MCT)/Spain: *MCT; USIA*

Fulbright/Ministry of Economy and Finance Fellowships (MEH)/Spain: *MEH; USIA*

Fulbright/Ministry of Education and Science (MEC) Fellowships/Spain (MEC)/Spain: *MEC; USIA*

Fulbright/Ministry of Public Administration (MAP) Fellowships/Spain: Ministry of Public Administration (MAP)/Spain; *MAP; USIA*

Governance/India: *Ford Foundation*

Institute of Management Education and Development (IPPM)/Indonesia: IPPM; *USAID*

Nonprofit Management in West Africa: *Ford Foundation*

North American Consortium for Free Market Study: *Joseph E. Seagram & Sons, Other Participating Corporations; USAID*

Returning to Hong Kong: The Hong Kong Employment Guide for Returning Graduates (publication): *American Chamber of Commerce in Hong Kong; Hong Kong Corporations*

Returning to Indonesia (publication): *American Chamber of Commerce/Indonesia*

Returning to Mexico: *Mexican Corporations*

Shangri-La Hotel (Kowloon) Scholarship Program: *Shangri-La Hotel (Kowloon) Ltd.*

### IIE SERVICES

*IIE provided a variety of services, singly and in combination, for the sponsors and projects listed. They included administration of fellowships and short-term professional development programs; technical assistance and consulting services; international purchasing services; research; publishing; conferences, seminars, educational testing; information services; and fiscal management.*

*Ye Myat Lee (right), a participant in an IIE-managed program for Burmese student refugees, took time off from political science studies at Illinois State University for a role in the U.S. film "Beyond Rangoon." He is pictured here with actress Patricia Arquette.*

**COMMUNICATIONS/INFORMATION SCIENCE**

Congressional Journalist Exchange (Mexico): *Government of Mexico (Cámara de Diputados)*

East German Young Leaders: Media in a Democratic Society: *USIA/Office of Citizen Exchanges*

Fulbright/Spanish Confederation of Business Organizations (CEOE) Fellowships: *Spanish Confederation of Business Organizations*

IIE News (publication): *IIE/Southern Texnews, Inc.*

Independent Media Development in the Former Republics of the U.S.S.R.: *USIA/Office of Citizen Exchanges*

Journalists from Eastern Germany: Media in the United States: "Friendship in Freedom: A German Initiative for European-American Relations"

Journalists from NIS: Independent Print Journalism: *USIA/Foreign Press Center*

South African Information Exchange: *Andrew W. Mellon Foundation; Anonymous; Charles Stewart Mott Foundation; Patrick and Anna M. Cudahy Fund; USIA; W.K. Kellogg Foundation*

Study of Latin American Media and Its Training Needs: *Ford Foundation*

Tri-Lateral (Canada-Mexico-U.S.) Journalist Exchange: *Freedom Forum*

Vietnamese Journalists Training Program: *Freedom Forum*

**ECONOMIC DEVELOPMENT**

Global 2000/U.S.A.

IMO Self-Help Organization/Nigeria

National Planning Commission/ Namibia: *Ford Foundation*

Private Agencies Collaborating Together (PACT)/U.S.A.

Professionals from New German Länder and East Berlin: Economic Development: *German Marshall Fund of the United States*

Shangri-La International/China Management Limited: *Shangri-La/Hong Kong*

University of Chittagong/Ford Foundation: *Ford Foundation; University of Chittagong*

University of Nairobi/Institute for Development Studies: *Ford Foundation; University of Nairobi/ Institute for Development Studies*

**EDUCATION**

Abubakar Tafawa Balewa University/Nigeria

American University in Cairo/Egypt

As Others See Us: A Comparison of Japanese and U.S. Fulbrighters (publication): *Japan-United States Educational Commission (JUSEC)*

Awty School International Teacher Exchange: *IIE/Southern*

East-West Center, Hong Kong, Thailand, Indonesia: *East-West Center/Honolulu*

Education Development Projects Implementing Task Force (EDPITAF)/Philippines

Educational Advising, Hong Kong/Mexico and Regional Advising Consultancies: China/Central America/East Central Europe: *U.S. Information Agency (USIA)*

Fulbright/Czech Government Grants: *Government of the Czech Republic*

IIE/Houston Volunteer Services to International Visitors: *IIE/Southern*

IAARS Inc./U.S.A.

Paedagogischer Austauschdienst Teaching Assistantships (U.S. Nationals): *Paedagogischer Austauschdienst/Germany*

RBMU International/U.S.A.

University Fairs/Hong Kong, Japan, Thailand, Indonesia: *Western Union and local corporate sponsors*

**ENGLISH LANGUAGE TESTING**

Consultancy on Educational Testing in East Central Europe: *Educational Testing Service (ETS)*

Educational Testing Service Books/Hong Kong: *Educational Testing Service (ETS)*

Institutional Test of English as a Foreign Language (TOEFL)/East Central Europe/Indonesia/Mexico/ Thailand: *Educational Testing Service (ETS)*

Intensive English Training Program for Fulbright Grantees: *USIA*

Korean Teaching Assistantships in English (U.S. Nationals): *Ministry of Education/Korea*

Secondary School Admissions Test: *Secondary School Admissions Test Board*

Test of English as a Foreign Language (TOEFL)/Indonesia/ Mexico/Thailand: *Educational Testing Service (ETS)*

Test of English for International Communication (TOEIC)/Central America/Hong Kong/Indonesia/ Mexico/Thailand: *Educational Testing Service (ETS); Various Corporations*

**ENVIRONMENT/NATURAL RESOURCES**

Chilean Environmental Officials: *U.S. Trade and Development Agency (TDA)*

Indonesia Natural Resources Management Project: *USAID*

West Coast Regional Enrichment Seminar: Managing Our Environment: *U.S. Information Agency (USIA)*

**HEALTH/POPULATION**

Fulbright/Ministerio de Sanidad y Consumo (MSC) Fellowships/Spain: MSC, *USIA*

International Health Policy Program: *Pew Charitable Trusts in cooperation with the World Bank, Carnegie Corporation of New York and World Health Organization*

Italian Medical Schools: *Government of Italy*

U.N. Population Fund Program: *United Nations Population Fund*

**HUMAN RIGHTS**

International Human Rights Internship Program: *Danida; Ford Foundation; General Service Foundation; John D. and Catherine T. MacArthur Foundation; John Merck Fund; Joyce Mertz-Gilmore Foundation; Royal Norwegian Ministry of Foreign Affairs; Swedish NGO Foundation for Human Rights*

**INTERNATIONAL RELATIONS**

Alice R. Pratt Internship in International Affairs: *IIE/Southern*

Centre for Foreign Relations/ Tanzania: *Centre for Foreign Relations; Ford Foundation*

Cohn and Brooke Lee Internship in International Affairs: *IIE/Southern*

Houston JCs Internship for International Affairs: *IIE/Southern*

IIE/Denver World Affairs Council: *IIE/Rocky Mountain*

IIE/Rocky Mountain Volunteer Services to International Visitors: *IIE/Rocky Mountain*

South Asian Regional Dialogue Series: *Ford Foundation*

South Asian/Indochinese Exchange: *Ford Foundation*

Southern African Security Project: *Carnegie Corporation of New York; Ford Foundation; Friedrich Ebert Stiftung; Government of Denmark; Government of Norway; International Republican Institute; United Nations Center Against Apartheid*

Tanzania Centre for Foreign Relations-II: *Ford Foundation; Tanzania Centre for Foreign Relations*

**LANGUAGE/LITERATURE/LINGUISTICS**

Bangla Academy/Folklore: *Bangla Academy; Ford Foundation*

British Universities Summer Schools: *Joint Committee of the British Universities Summer Schools*

Foreign Language Teaching Assistantships/Austria: *Austrian-American Educational Commission; USIA*

Foreign Language Teaching Assistantships/Germany: *German Marshall Fund of the United States; Paedagogischer Austauschdienst/Germany; USIA*

Foreign Language Teaching Assistantships/Italy: *Italian Universities; Ministry of Foreign Affairs/Italy; Ministry of Public Education/Italy; USIA*

French Government Teaching Assistantships in English (U.S. Nationals): *Government of France*

Fulbright Belgium/Luxembourg Teaching Assistantships (U.S. Nationals): *USIA*

Fulbright/Icelandic Government Grant: *Government of Iceland*

Rochampton Institute

Salzburg Summer School/German for Foreigners/Austria: *Austro-American Society*

Scuola Leonardo da Vinci/Italy

Summer Institute for English Language Teacher Trainers from East Central Europe, Russia, and Ukraine: *USIA/Office of Cultural Centers and Resources/English Language Programs Division*

Teaching English As A Foreign Language (TEFL) Enrichment Program for Taiwanese Teachers: *Ministry of Education/Taiwan*

**LEGAL STUDIES**

Madaripur Legal Aid: *Ford Foundation; Madaripur Legal Aid Association*

**MULTISECTORAL**

Academic Year Abroad 1994/95 (publication): *Institute of International Education (IIE)/publication sales and advertising*

An International Guide to Chicago (publication): *Ameritech International*

Barrie De La Maza Scholarships: *Fundacion Pedro Barrie De La Maza*

Bhutan Scholarship Program: *Frank Hoch*

Brazilian Undergraduate Program: *Instituto Brasil-Estados Unidos (IBEU)*

Burma Refugee Scholarship Program: *USIA*

Career Development Fellowship Program/South Africa: *Carnegie Corporation; Ford Foundation; USAID*

Chase Manhattan Bank Scholarship Program: *Chase Manhattan Bank Foundation*

Chiles Foundation Fellowships: *Chiles Foundation*

Chubb Foundation International Scholarship Program: *Chubb Foundation*

Chung Shan Institute of Science and Technology/Taiwan: *Chung Shan Institute of Science and Technology*

Deutscher Akademischer Austauschdienst (German Academic Exchange Service) Grants: *Deutscher Akademischer Austauschdienst*

Dutch Undergraduate Program: *Netherlands-America Commission for Cultural Exchange*

Eisenhower Exchange Fellowships/USA Program/Hungary: *Eisenhower Exchange Fellowships*

Encyclopaedia Britannica Scholarship Program: *DeSa InterAmerican Foundation*

Evangelical Lutheran Church in Tanzania

Finnish Undergraduate Program: *Finland-U.S. Educational Exchange Commission*

Ford Foundation/New York/West Africa (Lagos, Nigeria, and Dakar, Senegal): *Ford Foundation*

Freedom Support Act Undergraduate Scholarship Program/Preacademic Program: *USIA*

Freeport-McMoRan Scholarship Program: *Freeport-McMoRan, Inc.*

Frieda Bertha Tanner Ratner Fund/Switzerland: *Frieda Bertha Tanner Ratner Fund*

Fulbright Enrichment Seminar: *USIA/Office of Academic Affairs*

Fulbright Preacademic Training Program: *USIA*

Fulbright Program: Foreign Fulbright Fellows: *132 Participating Countries; USIA*

Fulbright Program: U.S. Fellows: *USIA*

Fulbright Regional Enrichment Center/Midwest: *USIA*

Fulbright Regional Enrichment Center/Southern: *NAFSA: Association of International Educators; USIA*

Fulbright/Banco Central Hispano (BCH): *Banco Central Hispano/Spain*

Fulbright/Bavarian Government Grants: *Government of Bavaria*

Fulbright/Colombian Government Grants: *Government of Colombia/ICETEX*

Fulbright/Finnish Government Grants: *Government of Finland*

Fulbright/Polish Government Grants: *Government of Poland*

Fulbright/Spanish Government Grants: *Government of Spain*

Fulbright/Swiss Government Grants: *Government of Switzerland*

Fulbright/Turkish Government Grants: *Government of Turkey*

Fulbright/Watumull Fellowship Program: *U.S. Educational Foundation in India; USIA*

**MEETING CORPORATE GOALS**

*IIE helps corporate management work effectively in the global marketplace by designing training programs responsive to local conditions and corporate objectives. Corporations use IIE expertise for cost-effective staff training. IIE-administered scholarships for host-country nationals build both favorable recognition and a better-educated local work force. Scholarships for children of international employees build multi-generational loyalty and pride. Levi-Strauss, Morgan Stanley, Pepsi-Cola and the Chase Manhattan Bank were among their sponsors in 1994.*



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G. Unger Vetlesen Norwegian Fellowship: *G. Unger Vetlesen Foundation*

Germanistic Society of America/Quadrille Fellowships: *Germanistic Society of America*

Harry D. Triantafillu Scholarship: *Harry D. Triantafillu*

Hubert H. Humphrey Fellowship Program: *USIA*

Hungarian Government Grants: *Government of Hungary*

IIE International Education Information Center/New York City: *Institute of International Education (IIE); IIE donors, endowment fund*

IIE Undergraduate Scholarship Program/Latin America: *Commission for Exchange Between the United States and Peru; IIE/Mexico; Instituto Chileno Norteamericano de Cultura; U.S. Embassy to Bolivia; U.S. Embassy to Costa Rica*

IIE/Adell and Hancock Fund: *Robert Adell*

IIE/Houston Student Loan Fund: *IIE/Southern*

IIE/Regional Office Study Abroad Information Services: *IIE/Midwest*

IIE/Regional Office Study Abroad Scholarships: *IIE/Midwest; U.S. Corporations; U.S. Individual Donors*

IIE/West Coast Undergraduate Scholarship Program for Asia Pacific Study: *Raymond Luce (in memory of his sister, Erma Luce Zachrisson)*

International Visitor Program: *USIA/Office of International Visitors*

ITT Graduate Fellowship Program: *ITT Corporation*

Japan Intercultural Academy of Municipalities (JIAM): *Ministry of Education/Japan Municipal Development Corporation*

Japan Local Auonomy College U.S. Study Tour: *Japan Ministry of Home Affairs Local Autonomy College*

Latin American Airways Travel Grant Program: *American Airlines, United Airlines*

Leadership Training for Students from ASEAN Countries: *USAID*

Lenora Lindsley Endowment Program: *Lenora Lindsley Endowment*

Levi Strauss Foundation Scholarship Program: *Levi Strauss Foundation*

Louise Woods Memorial Scholarship Fund/Portugal

Malawi Human Resources and Institutional Development Project: *USAID*

Marge Eckhardt Memorial Fund: *Marge Eckhardt Family*

Marie Bruesselbach Memorial Trust

Michael Vinciguerra Fund/Italy

Missionary Auto Truck Service/U.S.A.

Monica Mourier de Archibald Memorial Fellowship/Argentina: *Archibald Memorial Fund*

Morgan Stanley International Scholarship Fund

Namibian Scholarship Program: *Ford Foundation*

North American Regional Academic Mobility Program (RAMP): *Fund for the Improvement of Post Secondary Education (FIPSE)*

North American Educational Mobility Clearinghouse: *USIA*

Overseas Fellowship Program/Indonesia: *Agency for the Assessment and Application of Technology (BPPT)/Indonesia; World Bank*

Pagnucco/Bambridge Memorial Scholarship Program: *Pepsi-Cola International*

PanAfric International Pvt. Ltd. Company/Ethiopia

Professional Development Fellowships Program: *U.S. Department of State*

Programme de Recherche-Appui des Associations Paysannes/Innovations et Reseaux pour le Developpement (PRAAP/IRED)/Senegal: *Programme de Recherche-Appui des Associations Paysannes/Innovations et Reseaux pour le Developpement (PRAAP/IRED)/Senegal*

Quadrille Ball Scholarship Program/Germany: *Quadrille Ball Committee of the Germanistic Society of America*

Raychem Corporation Paul M. Cook Scholarship: *Raychem Corporation*

Rockefeller Foundation Fellowships: *Rockefeller Foundation/U.S.A.*

Sasakawa Africa Association/Ghana

Seagram Overseas Scholarship Program: *Seagram Spirits and Wine Group*

South Africa - U.S. Linkages Program: *Anonymous Foundation*

South African Education Program (SAEP): *U.S. Agency for International Development (USAID); U.S. Colleges and Universities; U.S. Corporations; U.S. Foundations*

Starr Foundation Scholarship Program for "American International" Children Overseas: *Starr Foundation*

Swedish Undergraduate Program: *Sverige-Amerika Stiftelsen*

Sylvan Bowles Scholarships/West Indies: *Sylvan Bowles Scholarship Fund*

Unesco Long-Term Fellowship Programs/Africa/Asia: *United Nations Educational, Scientific and Cultural Organization: Unesco; USIA*

Unesco Short-Term Fellowship Programs/Africa/Asia/Europe-Arabic/Latin America: *Unesco; USIA*

United Bible Societies/Kenya

Vacation Study Abroad 1994/95 (publication): *Institute of International Education (IIE)/publication sales and advertising*

Vidya K. Deshpande Scholarship Fund: *Dr. Javant K. Deshpande*

Voluntary Visitors Program: *USIA/Office of International Visitors*

William and Tona Shepherd Fund/Austria: *William and Tona Shepherd Fund*

### POLICY AND STATISTICAL RESEARCH

Open Doors 1992/93: Report on International Educational Exchange (publication): *USIA*

Profiles: Detailed Anaysis of the Foreign Student Population (publication): *USIA*

Roster Reports: *Potential home-country employers of international students*

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Egypt Energy Manpower Development: *USAID*

Energy Training Program: *USAID*

Fulbright/CONACYT/IIE Scholarship Program: *Consejo Nacional de Ciencia y Tecnologia (CONACYT); Fulbright Garcia Robles Commission of Mexico; IIE*

General Electric Engineering Scholarships/Korea/Malaysia/Mexico: *General Electric Fund*

Halco Scholarship/Guinea: *Halco (Mining), Inc.*

IBM Children of Employees: *IBM China/Hong Kong Corporation*

India Private Power Initiative: *USAID*

Kuala Lumpur Airport Project: *U.S. Trade and Development Agency (TDA)*

Mexico-U.S. Energy Training Partnership: *USAID*

Mobil Oil Fellowships: *Mobil Oil, Inc.*

NIS Energy Training Development Project: *USAID*

Palestinian Power Officials: *U.S. Trade and Development Agency (TDA)*

Philippines BOT Project: *USAID*

Philippines Rural Electrification Project: *USAID*

Project on Technology for Women/Ahmadu Bello University/Nigeria: *Ahmadu Bello University; Ford Foundation*

Renewable Energy Project: *USAID*

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East German Young Leaders Dealing With Problems of Young People: *USIA/Office of Citizen Exchanges*

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**IIE WISHES TO THANK ALL THOSE LISTED ABOVE. IN ADDITION TO THOSE WHO HAVE MADE DONATIONS OF LESS THAN $100 OR WHO HAVE VOLUNTEERED THEIR TIME, FOR THEIR GENEROUS SUPPORT OF OUR WORK.**

## SPECIAL EVENTS

SPECIAL
75TH ANNIVERSARY
CELEBRATIONS

IIE celebrated its 75th
Anniversary with a series
of special celebrations
at its New York
headquarters and in
Washington D.C., as well
as in the regional and
overseas offices. We were
particularly grateful for the
opportunity to recognize
IIE's long and rewarding
partnerships with the
foundation, corporation,
government agencies and
universities that have
been such an important
part of IIE's work during
our first 75 years of
existence.

### 75TH ANNIVERSARY

**75th Anniversary Co-Chairmen**
Victor J. Goldberg
Diane J. Paton

*Highlights of the 75th Anniversary events appear on pages 6-9. IIE extends its gratitude to the corporations, foundations, and individuals whose support helped make these celebrations possible.*

**Reception at the U.S. Department of State May 20, 1994**
Arts
Henrik N. Vanderlip

**Forum: "Investing in Human Capital: Leadership for the Challenges of the 21st Century" October 27, 1994**
Exxon Education Foundation
GE Fund
Mr. and Mrs. Randolph A. Hearst
McKinsey & Company, Inc.
Open Society Institute/Soros Foundations
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**Video: "Investing in People, Linking Nations"**
Western Union Financial Services

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Jean Bronson Kilborne
Madeline McWhinney
Martin Meyerson
Dr. and Mrs. David Paton
The Hon. Robert D. Stuart, Jr.
Henrik N. Vanderlip

### NEW YORK

**75TH ANNIVERSARY GALA BENEFIT DINNER**

*IIE presented Her Excellency Mary Robinson, President of Ireland, with the Stephen P. Duggan, Sr. Award for outstanding contributions to international cooperation and understanding. The Honorable Cyrus R. Vance delivered the award presentation. IIE Alumni Awards for Distinguished Service were presented to Philip Glass (the Arts), Hanna Holborn Gray (Education), and Ambassador Thomas R. Pickering (Diplomacy). Garrick Utley was Master of Ceremonies for the dinner, which was held on October 27 at The Pierre.*

**Co-Chairs**
Maryann Ansary
Robin Chandler Duke
Henry Kaufman
Deryck C. Maughan
Robert E. Weissman

**Dinner Chairs**
William H. Draper, III
James H. Evans
Victor J. Goldberg
Jean Bronson Kilborne
Diane J. Paton
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**IIE Vice Chairman and 75th Anniversary Co-Chairman Diane J. Paton at the gala benefit dinner with her husband, Dr. David Paton.**

Studio Flash, Inc.

**Hanna Holborn Gray with IIE Trustee James H. Evans, who presented her with the Alumni Award for Distinguished Service in Education.**

SPECIAL EVENTS Continued

Henry A. Miller
Mrs. Stanley K. Miller
Mr. and Mrs. Carl H. Pforzheimer III
Mr. and Mrs. Lewis Preston
David Rust
Alexander Ewing
Humphrey Taylor
Van Vleck Jr. and Christy Ann
John D. Wilson

**Friends**

*IIE is grateful for additional generous contributions which will be listed in the next annual report.*

## MIDWEST

**1994 ANNUAL BENEFIT DINNER**

*Featuring Paul Volcker, Chairman of James D. Wolfensohn Inc., as the keynote speaker, the Midwest Regional Committee hosted the annual benefit dinner at the Chicago Stock Exchange.*

**Chairman**

Richard A. Cooper

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## ROCKY MOUNTAIN

**1994 CELEBRATION OF INTERNATIONAL UNDERSTANDING: "NOCHE TICA — A COSTA RICAN NIGHT"**

*The annual benefit of the IIE Rocky Mountain Region featured the country of Costa Rica. It was a festive evening with authentic Costa Rican food and entertainment including Ballet Latin American singers, music and dancing.*

**Chair**

Sherree Bergin

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## SOUTHERN

**1994 "FESTIVAL OF NATIONS" CELEBRATION**

*The Festival of Nations honored Argentina with a theme of "Open to the World." His Excellency Raul Cesario Ocampo, Ambassador of the Republic of Argentina, was IIE's honored guest at the gala.*

**Honorary Chairman**

His Excellency Carlos Saul Menem

**Co-Chairwomen**

Christy Cushman
Fanny Fino

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Texas Commerce Bank
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Mrs. David J. Werner

*Reception and invitation by YPFS.A. Invitation and program printing courtesy of Conoco Inc.*

## WEST COAST

**75TH ANNIVERSARY BENEFIT DINNER**

*The IIE/West Coast Region celebrated the Institute's 75th Anniversary in style at the Westin St. Francis Hotel in San Francisco. The April 27 event honored Dr. Robert Heller, The Honorable Lawrence William Lanc Jr. and Chessy H. Nakagawa, Esq.*

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**IIE President Richard M. Krasno (left) presents IIE Alumni Award for Distinguished Service in Diplomacy to Ambassador Thomas R. Pickering.**

**New York's Pierre hotel was the setting for IIE's Staff Day on June 10, 1994. Through a day-long program, present and past staff members shared insights into current IIE priorities.**



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# ABOUT THE FINANCIAL STATEMENTS...

**THE FOLLOWING DESCRIBES THE WORK OF IIE IN EACH FUNCTIONAL AREA APPEARING IN THE AUDITED FINANCIAL STATEMENT.**

## PROGRAM SERVICES: SPONSORED PROGRAMS

### INTERNATIONAL EXCHANGE OF PERSONS

IIE brings foreign nationals to the United States for academic study and/or practical training and arranges for U.S. nationals to study, provide technical assistance, conduct research, teach, or serve as teaching assistants abroad. IIE also arranges training in third countries and gives courses and seminars in participants' home countries.

For foreign students and professionals, IIE services include technical assistance to sponsors in assessing training needs, identifying or developing appropriate training programs, selecting participants, and arranging for their admission to training programs. Training sources include academic degree programs, specialized short courses, internships, study tours, and professional affiliations. IIE disburses sponsor funds; acts as participants' visa sponsor; monitors their progress; provides English-language training when necessary; arranges professional and social enrichment activities; and maintains liaison with the training providers.

For U.S. students, IIE administers international study and professional-development programs for a variety of public and private sponsors, including USIA, USAID, the U.S. Department of State, foreign governments, nongovernmental organizations, and educational and cultural institutions. IIE conducts the nationwide competition for the USIA Fulbright grants for graduate study, conducts auditions for grants in the performing arts, and administers grants to students going to countries without Fulbright Commissions.

### SCIENTIFIC COOPERATION ACTIVITIES

IIE provides international purchasing services to a number of international agricultural and other research institutes as well as to developing-country universities and nongovernmental organizations.

### SHORT-TERM INTERNATIONAL VISITORS

IIE arranges U.S. visits for foreign leaders and specialists, singly and in groups. Most are sponsored by the U.S. Information Agency Office of International Visitors. Each visit focuses on a specific theme, such as environmental protection, U.S. higher education, or the U.S. legal system. IIE arranges meetings with U.S. leaders and professionals, visits to cultural institutions, and home hospitality to provide a broad view of American life.

### ASSISTANCE TO COLLEGES AND UNIVERSITIES

IIE offices in Hong Kong, Bangkok, Budapest, and Mexico City administer and/or provide support services for the administration of tests of English-language competence and standardized U.S. university admissions tests. The Educational Testing Service (ETS) is the sponsor.

## INSTITUTE EDUCATIONAL AND ARTS SERVICES

### PUBLICATIONS, CENSUS, COUNSELING, LIBRARY, AND REFERENCE SERVICES

IIE conducts research and publishes findings relevant to all aspects of international education. IIE's annual census of foreign nationals studying in the United States is the basis of an annual publication, *Open Doors*. IIE researches and publishes comprehensive directories of study-abroad programs and provides information and advice on international study in its New York, regional, and overseas offices. IIE also maintains a specialized international education library in New York.

### OVERSEAS AND REGIONAL OFFICE ACTIVITIES

IIE offices in Bangkok, Budapest, Hong Kong, and Mexico City provide information and educational services to students, universities, the business community, and government officials in the regions they serve, in addition to supporting IIE projects in their regions. IIE/Hong Kong-China, IIE/Mexico, and IIE/Bangkok maintain information centers on U.S. higher education, advising thousands annually, and conduct outreach programs for schools in their regions.

U.S. regional offices in Chicago, Denver, Houston, and San Francisco develop and conduct locally supported exchanges and support national IIE projects, including supervising IIE-related students in their regions, monitoring their progress, and arranging professional enrichment programs and home hospitality. They also stimulate international awareness through discussion groups, seminars, and school outreach programs. IIE offices in Denver and Houston serve as centers for programming USIA international visitors.

### ARTS SERVICES, STUDENT ACTIVITIES, CONFERENCES, AND PROJECTS

This category includes administrative costs of IIE's Arts International program as well as administrative costs of conferences and seminars on key international-education issues. IIE maintains an emergency loan fund for foreign students.

## SUPPORTING SERVICES

### MANAGEMENT AND GENERAL

This function includes expenses of running IIE as a whole, from human-resources management to equipment maintenance. A major 1994 investment was in technology and staff training to extend and upgrade IIE's worldwide electronic communications capabilities.

### FUNDRAISING

This function is devoted to raising unrestricted funds to support IIE educational services to the public and to provide start-up funding for IIE-initiated programs to meet emerging needs. Funds come from individuals, corporations, and foundations as well as from fundraising benefits in New York, Chicago, Denver, Houston, and San Francisco honoring corporate and civic leaders.

### PROGRAM DEVELOPMENT

This function includes developing special IIE initiatives and finding support for them, as well as coordinating development of IIE proposals to obtain grants and contracts from governments, foundations, corporations, academic institutions, nongovernmental organizations, and individuals to implement specific projects. Those IIE implemented in 1994 are described and/or listed in this report.

## BALANCE SHEET — AS OF SEPTEMBER 30, 1994, WITH SUMMARIZED TOTALS FOR 1993

| | CURRENT FUND | LAND, BUILDING AND EQUIPMENT FUND | ENDOWMENT FUND | TOTAL ALL FUNDS | 1993 TOTALS |
|---|---|---|---|---|---|
| **ASSETS** | | | | | |
| Cash | $ 4,730,800 | $ --- | $ 90,000 | $ 4,820,800 | $ 2,246,700 |
| Investments, at cost (which approximates market) | 11,148,600 | --- | 5,268,000 | 16,416,600 | 16,874,700 |
| Reimbursable expenditures under contracts in progress | 4,054,100 | --- | --- | 4,054,100 | 3,102,000 |
| Prepaid expenses and other current assets | 1,274,900 | --- | --- | 1,274,900 | 995,500 |
| LAND, BUILDING AND EQUIPMENT, at cost: | | | | | |
| Land | --- | 987,500 | --- | 987,500 | 987,500 |
| Building | --- | 4,177,800 | --- | 4,177,800 | 4,177,800 |
| Furniture and equipment | --- | 8,243,400 | --- | 8,243,400 | 7,255,300 |
| | --- | 13,408,700 | --- | 13,408,700 | 12,420,600 |
| Less—Accumulated depreciation | --- | 8,452,500 | --- | 8,452,500 | 7,263,900 |
| Total land, building and equipment, net | --- | 4,956,200 | --- | 4,956,200 | 5,156,700 |
| Total assets | $21,208,400 | $4,956,200 | $5,358,000 | $31,522,600 | $28,375,600 |
| **LIABILITIES AND FUND BALANCE** | | | | | |
| LIABILITIES | | | | | |
| Accounts payable and accrued expenses | $ 5,930,000 | $ --- | $ --- | $ 5,930,000 | $ 4,857,700 |
| Sponsor funds received in advance | 8,055,000 | --- | --- | 8,055,000 | 8,778,100 |
| Deferred income | 4,467,300 | --- | --- | 4,467,300 | 2,439,100 |
| Total liabilities | 18,452,300 | --- | --- | 18,452,300 | 16,074,900 |
| FUND BALANCE | | | | | |
| Unrestricted, designated by the Board of Trustees for — | | | | | |
| Major building and equipment repairs and replacement | 1,899,800 | --- | --- | 1,899,800 | 1,793,700 |
| Program initiatives and special projects | 400,000 | --- | --- | 400,000 | 400,000 |
| Contract compliance and program adjustment | 456,300 | --- | --- | 456,300 | 171,100 |
| Land, building and equipment | --- | 4,956,200 | --- | 4,956,200 | 5,156,700 |
| Endowment | --- | --- | 5,358,000 | 5,358,000 | 4,579,200 |
| Total fund balance | 2,756,100 | 4,956,200 | 5,358,000 | 13,070,300 | 12,300,700 |
| Total liabilities and fund balance | $21,208,400 | $4,956,200 | $5,358,000 | $31,522,600 | $28,375,600 |

IIE's financial statements are audited on an annual basis by Arthur Andersen LLP. This Balance Sheet, as of September 30, 1994 and Statement of Support, Revenues and Expenses and Changes in Fund Balance for the Year Ended September 30, 1994 are part of IIE's financial statements. The complete audited financial statements are available upon request. **Please contact the Controller, Institute of International Education, 809 United Nations Plaza, New York, NY 10017, 212 984-5475**

## STATEMENT OF SUPPORT, REVENUE AND EXPENSES AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED SEPTEMBER 30, 1994 WITH SUMMARIZED TOTALS FOR 1993

| | CURRENT FUND | LAND, BUILDING AND EQUIPMENT FUND | ENDOWMENT FUND | TOTAL ALL FUNDS | 1993 TOTALS |
|---|---|---|---|---|---|
| REVENUE AND PUBLIC OPERATING SUPPORT | | | | | |
| Revenue — | | | | | |
| Sponsored programs | $ 83,492,000 | $ --- | $ --- | $ 83,492,000 | $ 90,714,100 |
| Investment income | 391,800 | --- | --- | 391,800 | 524,000 |
| Sales of publications | 405,200 | --- | --- | 405,200 | 444,000 |
| Miscellaneous income, net | 70,400 | --- | --- | 70,400 | 107,100 |
| Rental income (net of related expenses of $832,600 and $865,400 in 1994 and 1993, respectively) | 992,900 | --- | --- | 992,900 | 919,900 |
| Total revenue | 85,352,300 | --- | --- | 85,352,300 | 92,709,100 |
| Public operating support — | | | | | |
| Contributions | 2,759,700 | --- | --- | 2,759,700 | 2,565,300 |
| Special events (net of direct expenses of $102,300 and $102,500 in 1994 and 1993, respectively) | 353,300 | --- | --- | 353,300 | 473,100 |
| Membership fees | 290,600 | --- | --- | 290,600 | 349,700 |
| Total public operating support | 3,403,600 | --- | --- | 3,403,600 | 3,388,100 |
| Total revenue and public operating support | 88,755,900 | --- | --- | 88,755,900 | 96,097,200 |
| PROGRAM SERVICE EXPENSES | | | | | |
| Sponsored programs — | | | | | |
| International exchange of persons | 71,143,300 | 754,600 | --- | 71,897,900 | 63,686,100 |
| Scientific cooperation activities | 2,209,800 | 7,500 | --- | 2,217,300 | 19,584,600 |
| Short-term international visitors | 5,434,100 | 90,600 | --- | 5,524,700 | 5,134,700 |
| Assistance to colleges and universities | 1,938,600 | 17,800 | --- | 1,956,400 | 1,241,200 |
| Total sponsored programs | 80,725,800 | 870,500 | --- | 81,596,300 | 89,646,600 |
| Institute, educational and arts services — | | | | | |
| Publications, census, counseling, library and reference services | 1,653,900 | 61,000 | --- | 1,714,900 | 1,377,300 |
| Overseas and regional office activities | 697,000 | 18,600 | --- | 715,600 | 680,600 |
| Arts services, student activities, conferences and projects | 460,100 | 16,200 | --- | 476,300 | 401,700 |
| Total Institute, educational and arts services | 2,811,000 | 95,800 | --- | 2,906,800 | 2,459,600 |
| Total program services | 83,536,800 | 966,300 | --- | 84,503,100 | 92,106,200 |
| SUPPORTING SERVICES EXPENSES | | | | | |
| Management and general | 2,327,100 | 143,400 | --- | 2,470,500 | 2,928,500 |
| Fundraising | 628,400 | 16,800 | --- | 645,200 | 372,900 |
| Program development | 1,100,000 | 46,300 | --- | 1,146,300 | 867,100 |
| Total supporting services | 4,055,500 | 206,500 | --- | 4,262,000 | 4,168,500 |
| Total expenses | 87,592,300 | 1,172,800 | --- | 88,765,100 | 96,274,700 |
| EXCESS (DEFICIENCY) OF REVENUE AND PUBLIC OPERATING SUPPORT OVER EXPENSES BEFORE CAPITAL ADDITIONS | 1,163,600 | (1,172,800) | --- | (9,200) | (177,500) |
| CAPITAL ADDITIONS | | | | | |
| Contributions to endowment fund | --- | --- | 443,600 | 443,600 | 365,000 |
| Reinvested income to endowment fund | --- | --- | 335,200 | 335,200 | 581,100 |
| Total capital additions | --- | --- | 778,800 | 778,800 | 946,100 |
| FUND BALANCE, beginning of year | 2,564,800 | 5,156,700 | 4,579,200 | 12,300,700 | 11,532,100 |
| Transfers between funds — | | | | | |
| Land, building and equipment additions | (972,300) | 972,300 | --- | --- | --- |
| FUND BALANCE, end of year | $2,756,100 | $4,956,200 | $5,358,000 | $13,070,300 | $12,300,700 |



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Electronic mail can be sent to any IIE staff member. In the United States, the electronic mail address format is the individual's first initial and last name, followed by the Institute's Internet domain address: **@iie.org** (An example: jsmith@iie.org)

IIE overseas staff can be reached at the e-mail addresses listed above.



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